MAINE STATE TRANSIT PLAN

Existing Conditions Assessment

April 2023

MaineDOT

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Existing Conditions Assessment

prepared for

MaineDOT

prepared by

CAMBRIDGE
SYSTEMATICS

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1. INTRODUCTION

The *Maine State Transit Plan* sets the stage for improving transit across the state. This plan builds upon and updates the *Maine Strategic Transit Plan 2025*, considering transit ridership increases, the far-reaching and ongoing impacts of the COVID-19 pandemic, completed and ongoing studies related to transit in the state, new funding opportunities at the Federal level, the aging and dispersed population, and the role of public transit in reducing greenhouse gas emissions.

This plan has been developed in coordination with the state's *Long-Range Transportation Plan* and several concurrent statewide modal plans covering rail, active transportation, and aviation. This Family of Plans establishes a unified vision for the state's multimodal transportation system based on MaineDOT's Guiding Principles.

Originating from a desire to deliver achievable results, MaineDOT uses a set of practical guiding principles which frame how MaineDOT planning, development, implementation, and operations are conducted. These three guiding principles require a department-wide, conscientious effort to center strategies and actions.

MaineDOT's mission and guiding principles guide the vision for transit in Maine:

> *Maine's accessible, coordinated, and efficient public transportation system meets the diverse needs of all Maine people where they are, within existing and anticipated resources. Transit services improve the quality of life for customers and communities and expand economic access for those without access to private automobiles. Service is tailored to the unique needs and circumstances of Maine's communities. Technology enhances access for customers and efficiency for providers. Hybrid and electric vehicles are utilized as appropriate to minimize environmental impacts.*

This technical memorandum provides a foundation for the *Maine State Transit Plan* by documenting existing conditions for transit across the state. It contains the following sections:

» **Study Context—**summarizing other studies and work related to transit in Maine.

» **Transit Network Overview—**a description of transit services in the state and recent trends.

» **Other Transit Partners Overview—**a description of other programs that partner with and/or complement transit services throughout the state.

- **Transit Program Overview**—a description of MaineDOT's role in transit within the state, and a summary of Federal funding programs available for transit in Maine.
- **Trends**—a summary of broad statewide trends affecting transit in Maine, and an overview of the COVID-19 pandemic's impact on the system.

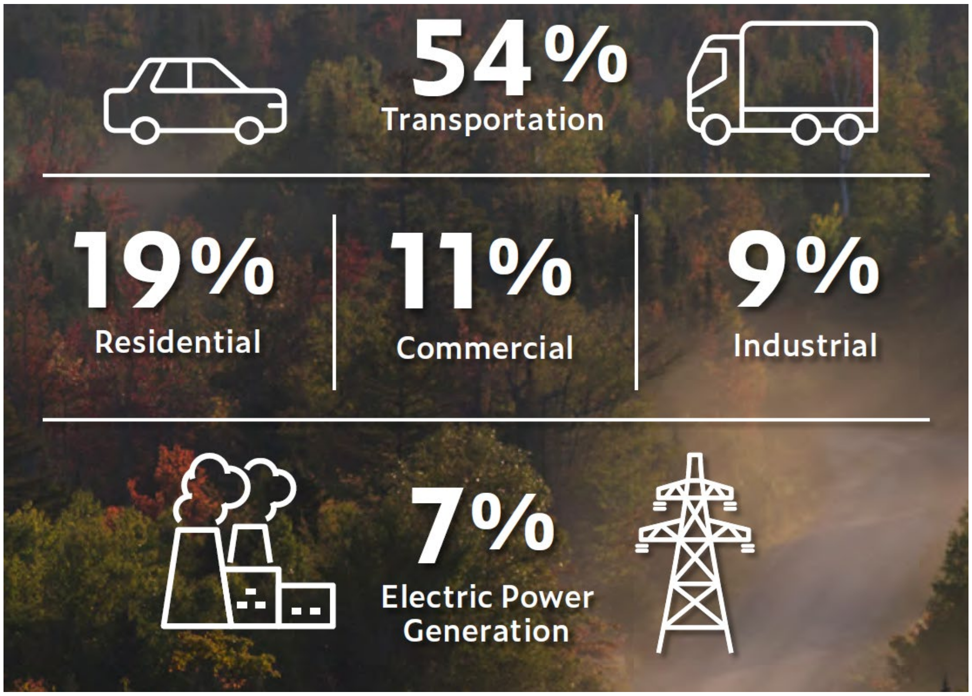
In addition, an appendix contains profiles of each transit provider in the state.

2. STUDY CONTEXT

The *State Transit Plan* is informed by recent and current work related to transit in Maine. This section summarizes the plans, evaluations, and programs of transit in the state.

Several studies focus on sustainability and transit's role in climate change mitigation. The Maine Climate Council's *Maine Will not Wait* is a four-year climate action plan to put Maine on course to decrease greenhouse gas emissions by 45 percent by 2030 and 80 percent by 2050 and achieve carbon neutrality by 2045.[1] The plan emphasizes transportation, which contributes the majority of greenhouse gas emissions (Figure 2.1).

Figure 2.1 Maine Greenhouse Gas Emissions by Sector



Source: *Maine Will not Wait*.

The plan calls for reducing vehicle miles traveled (VMT) by 10 percent by 2025 and by 20 percent by 2030 for light-duty vehicles in part by increasing public transportation funding and by relaunching the GO MAINE program. The Governor's Office of Policy and Innovation's

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[1] Maine Climate Council, 2020. *Maine Will not Wait*. Accessed at: https://www.maine.gov/future/sites/maine.gov.future/files/inline-files/MaineWontWait_December2020.pdf

Lead by Example report, completed in 2021, also recommends encouraging ridesharing for state workers through the GO MAINE program, which was relaunched in April 2022.

The Maine Climate Council's Transportation Working Group also recommended reducing overall VMT by expanding public transportation, including funding, capacity, frequency, and climate-friendly all-purpose community transit. The plan specifically mentions improving the capacity and frequency of service, creating a rapid transit network, connecting community hubs, and improving public transit by using school buses to both transport students and meet community transportation needs.

The *Maine Clean Transportation Roadmap* includes "Case Studies on Rural Transit and/or Electrification" as a recommendation for future research, including research of successful electric microtransit or rural transit programs that increase access and decarbonize transportation. MaineDOT, with its consultant Hatch, led an initiative in 2022 to develop fleet transition plans for eight agencies. The plans identify key stakeholders whose cooperation will be critical to transforming agency fleets. A statewide plan also identifies opportunities for coordination and efficiency between agencies. The *Roadmap* also highlights Mobility-as-a-Service (MaaS), which integrates multiple transportation options through on-demand service and an integrated platform, to support both urban and rural residents who may need to navigate multiple transportation modes to reach their destination.

The University of Maine's Margaret Chase Smith Center's *Rural Public Transportation and Maine: Review of State Best Practices* explores how other states with similar demographics, population geographies, and climates are addressing transit access, especially for rural communities.[2] The report emphasizes the importance of transit for accessibility in rural areas of Maine. Nationally, urban transit ridership declined from 2010 to 2019, while rural ridership grew 30 percent, an important consideration for Maine, the oldest and most rural state.

The report highlights lessons from peer states Vermont, New Hampshire, and North Dakota. Performance metrics for the four states are shown below. Notably, Vermont provides much more extensive service per capita than the other states.

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[2] Brown and Rubin, 2021. *Rural Public Transportation and Maine: Review of State Best Practices*.

Table 2.1 Aggregation of Service Metrics for Rural Transportation Providers by State, 2019

	Annual Unlinked Trips		Annual Vehicle Revenue Miles (VRM)		Annual Vehicle Revenue Hours (VRH)	
State	**Total**	**Per Capita**	**Total**	**Per Capita**	**Total**	**Per Capita**
Vermont	2,136,227	3.42	14,727,801	23.60	568,572	0.91
New Hampshire	960,338	0.71	1,164,058	0.86	104,281	0.08
North Dakota	601,226	0.79	3,450,564	4.53	230,800	0.30
Maine	1,062,510	0.79	4,617,420	3.44	252,862	0.19

Source: Office of Budget and Policy 2020. (Adapted from Brown and Rubin, 2021). 2019 population estimates from U.S. Census Bureau.

The *2019 Locally Coordinated Plan* and *2019 Public Transit Advisory Council Report* identify populations with unmet transportation needs, including:

- Low-income individuals or households.
- Older adults, especially those living in rural areas.
- Individuals with disabilities, including visual impairments and developmental disabilities.
- Individuals for whom English is a second language.
- Individuals and households without access to a vehicle and/or without a license.
- Individuals and households in need of service for medical and other essential services.
- Individuals in addiction recovery.
- Evening and weekend workers who use public transportation.
- Individuals who would like to rely on public transportation but for whom service levels are too low.

The Maine Department of Health and Human Services (DHHS) oversees several transportation services including MaineCare Services' Non-Emergency Transportation (NET) program. In 2021, DHHS conducted an independent program evaluation of its transportation services, including an evaluation of the organizational structure.[3] The study provided three options for establishing a new brokerage model, including creating a regional NET brokerage model with regional transportation coordinators through an interagency agreement with MaineDOT. The study also had several recommendations to improve services, including monitoring complaints and missed trips, streamlining the trip scheduling process, standardizing cost, and promoting coordination of public transit with NET trips, which could improve coordination, communication, and technology.

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[3] Maine Department of Health and Human Services, 2021. *Maine DHHS Transportation Program Evaluation.*

Several other plans, including *Age Friendly Maine* and studies by Maine's Metropolitan Planning Organizations (MPOs), note current challenges for Maine's public transportation system, including Maine's dispersed rural population, auto-centric built environment, and a lack of housing and transportation options for older adults. A summary of the most important strategies and recommendations found in related studies is presented in Table 2.3.

Table 2.2 Summary of Related Strategies and Recommendations

Strategy	Details
Improve transit service and experience for Maine's aging population	» Use age-friendly community development, which includes: ■ Collaboration between developers and municipalities ■ Review of Tax Increment Financing applications ■ Utilization of a complete streets framework and considering transit routes during project development » Strengthen municipal capacity to support aging adults through Municipal Task Force on Healthy Aging » Encourage municipal comprehensive plans and ordinances to promote age-friendly community design » Pilot rides to medical appointments » Expand and support volunteer driver networks
Restructure organizations and transit governance	» Establish Moving Maine central coordinator who would manage statewide network functions, assist regional networks to form and operate, facilitate mobility navigator development, and support initiatives including pilot projects » Consider changing administrative organization and governance of certain transit agencies to improve operations (such as Bangor Area Comprehensive Transportation System Community Connector)
Increase coordination with other state and local agencies and private entities	» Increase cooperation across agencies, between agencies and transit providers, and between agencies and workplaces » Coordinate with Department of Education and school districts for multiple uses of school buses and transit operations on school property » Partner with employers and/or the Departments of Labor or Economic and Community Development to develop more employer-sponsored transit routes
Improve existing programs like GO MAINE and DHHS transportation services	» Expand GO MAINE to serve as a one-stop statewide platform for travelers to connect to green alternatives quickly and easily, and offer a complete trip planner that allows travelers to go from origin to destination safely and efficiently across modes and providers » Improve DHHS transportation services by monitoring complaints and missed trips, streamlining the trip scheduling process, standardizing cost, and promoting coordination with public transit

Strategy	Details
Increase funding towards transit and improve service	» Consider free or reduced fares and impact on service » Modernize fleets » Increase service locations and frequency » Provide free and discounted passes for people in need » Extend transit service, potentially including more regional connections and service to lower density areas through microtransit

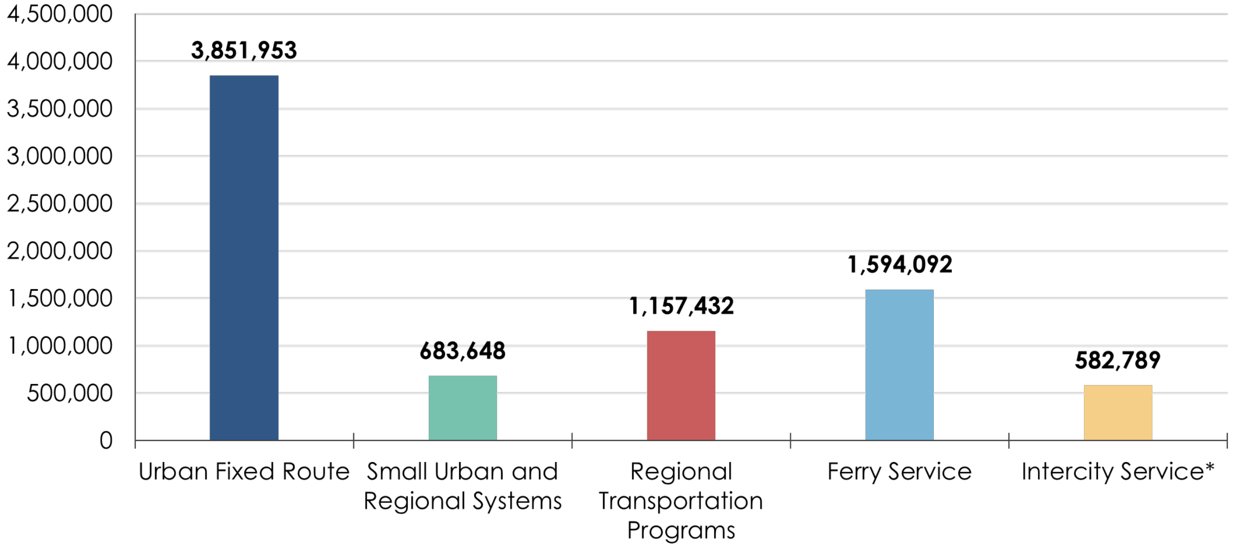
3. TRANSIT NETWORK OVERVIEW

The statewide transit network consists of 21 in-state public transportation providers and one New Hampshire-based agency providing some service in Maine. Overviews of each transit provider, including 2016 through 2021 figures, can be found in Appendix 1: Transit System Profiles. For this analysis, these transit providers were categorized based primarily on their size, type of service, and service area characteristics:

- **Urban Fixed Route Bus:** Regularly scheduled fixed route services serving urban centers in Maine. These four systems also include complementary ADA paratransit service to eligible riders within.75 miles of fixed route service during fixed route hours of service.
- **Small Urban and Regional Systems:** Three systems consist of flex and scheduled routes serving small urban and regional geographies.
- **Regional Transportation Programs:** Maine has eight regional transportation providers which serve each of the state's designated transportation regions. These providers are primarily non-profit organizations, which operate a variety of scheduled services, flex routes, and demand-response systems. Refer to Section 5 for additional information on Maine's regional transportation districts.
- **Ferry Service:** Several of Maine's inhabited offshore islands do not have bridge access to the mainland. As such, these waterborne ferry system services provide the only link for residents and visitors to these islands.
- **Intercity Bus and Rail Service:** Long-distance bus service between key markets in Maine, as well as to out-of-state destinations including Boston and New York, and scheduled rail service operated by Amtrak to points south. This includes three intercity bus systems and one rail system.

Key 2019 ridership and performance measures for these categories are summarized in Figure 3.1 and Figure 3.2. These figures are based on those reported to the National Transit Database (NTD). Figures from 2019 were utilized given the potential for ridership anomalies associated with the COVID-19 pandemic. As a result of the pandemic, lockdowns were implemented in 2020, with residual impacts on transit service continuing through 2021, the year in which this study was initiated.

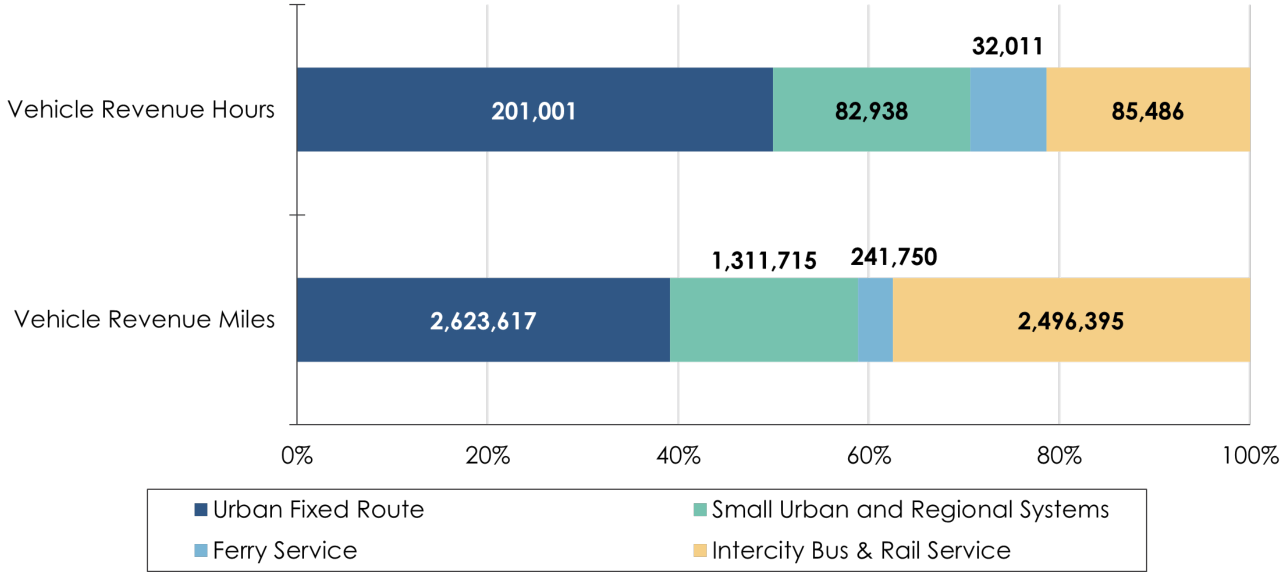
Figure 3.1 2019 Maine Transit Ridership (Unlinked Passenger Trips) by System Category



Source: National Transit Database (NTD). Notes: Includes COAST ridership for routes operating within Maine.

* Excludes Concord Coach, Cyr Bus Line, and Greyhound ridership. As such, Intercity Service is comprised of NNEPRA rail service and West's Transportation ridership. As a result, the majority of this ridership is comprised of Amtrak rail service.

Figure 3.2 2019 Maine Transit Performance Measures by System Category



Source: NTD.

Notes: Includes COAST performance measures for routes operating in Maine. Due to the disproportionately high revenue hour and mile figures generated by Amtrak's passenger rail service, as well as the lack of available data on performance measures for most intercity bus services, these figures exclude intercity bus performance measures.

3.1 Urban Fixed Routes

Maine has five urban fixed route systems serving the largest urban areas: Portland, Lewiston/Auburn, Bangor, South Portland, Biddeford, and adjacent communities and points of interest. Cooperative Alliance for Seacoast Transportation (COAST) service out of Portsmouth, NH is also considered, since service is provided to portions of southern Maine. Key service characteristics of the urban fixed route systems operating in Maine are shown in Table 3.1.

Table 3.1 Urban Fixed Route Systems

Transit Provider	Market Served	Number of Routes	Approximate Weekday Hours of Service	Approximate Weekday Headways	Weekend Service
BSOOB Transit	Biddeford, Saco, Old Orchard Beach, Scarborough, Portland	7 (includes 1 Intercity Service)	5:30 AM-10:30 PM	Varies: 15-150 minutes	Yes
CityLink	Lewiston, Auburn	10	5:45 AM–6:15 PM	Varies: 30 to 120 minutes	Saturday service on most routes
COAST (NH)	Portsmouth (NH), Dover (NH), Kittery, Berwick, South Berwick	13 Total 3 in ME	5:00 AM–10:00 PM	60 Minutes	Saturday service on most routes
Community Connector	Bangor	10	5:45 AM–7:00 PM	60 Minutes	Saturday service on most routes (Suspended)
Greater Portland Transit District	Portland, South Portland, Westbrook, Falmouth	10	5:00 AM–11:00 PM	30 Minutes	Yes
South Portland City Bus Service	South Portland, Portland	3	6:30 AM–11:00 PM	Varies: 45 to 120 minutes	Yes

The urban fixed route systems provide a strong degree of geographic coverage across the central business districts and surrounding dense neighborhoods of each transit market. These systems have a hub and spoke model with most transit routes originating from centralized locations. Hubs include downtown transit centers and bus stops which are the primary transfer points for other routes and connecting transit services. Outside of the urban neighborhoods, these systems typically serve suburban apartment and senior citizen complexes, medical centers, retail corridors, social services, and job/education centers such as Cianbro Construction, Husson University, and the Maine Veterans' Home (Bangor); Maine Medical Center (Portland); St. Mary's Regional Medical Center (Lewiston); Central Maine Community College (Auburn); the Maine Mall (South Portland); and, Job Corps (Bangor/Portland).

Key performance metrics comparing pre- and post-onset of the COVID-19 pandemic, based on 2016 through 2021 figures, are shown in Table 3.2. From 2016 through 2019, ridership declined in Lewiston/Auburn and Bangor, but rose by 16 percent in Portland, indicating growing pre-pandemic demand for fixed route service in Maine's largest transit market.

Table 3.2 Urban Fixed Route Performance Metrics (2016–2021)

	Ridership Metrics			
Transit Provider	**2019 % Change from 2016**	**2019 Base**	**2020 % Change from 2019**	**2021 % Change from 2019**
BSOOB Transit	+94%	366,527	-27%	-58%
CityLink	-19%	317,453	-20%	-37%
COAST Maine Ridership	-43%	20,458	-37%	-77%
Community Connector	-13%	775,994	-19%	-50%
Greater Portland Transit	+16%	2,111,881	-50%	-51%
South Portland	+5%	259,640	-20%	-56%

	Vehicle Revenue Miles			Vehicle Revenue Hours		
Transit Provider	**2019 Base**	**2020 % Change from 2019**	**2021 % Change from 2019**	**2019 Base**	**2020 % Change from 2019**	**2021 % Change from 2019**
BSOOB Transit	570,791	-26%	-7%	35,861	-24%	-11%
CityLink	234,227	+10%	+4%	18,380	+7%	-1%
COAST (Maine Ridership)	17,133	-10%	+17%	1,024	-13%	+4%
Community Connector	647,800	+6%	-1%	51,446	+4%	-3%
Greater Portland Transit	1,498,206	-15%	-3%	110,747	-12%	-4%
South Portland	226,251	-28%	-15%	19,404	-26%	-19%

Ridership on the urban fixed routes dropped in 2020 and 2021, compared to pre-pandemic 2019 levels. Ridership drops tended to be larger than the magnitude of vehicle revenue miles and hours service reductions.

With restoration of service following the initial impacts of COVID-19, many transit agencies enacted social distancing measures that limited capacity on vehicles. Even with these, transit users may have been (and may still be) hesitant to ride within close proximity to strangers. Ridership may mirror national trends and remain low, particularly in the most urban and dense transit markets. Remote work and virtual appointments may also lower demand for transit. However, certain areas of the country, particularly those with large numbers of essential workers, saw increased demand for transit through 2020 and 2021.

3.2 Small Urban and Regional Systems

Small urban and regional systems include transit service in the Bath and Ellsworth/Bar Harbor areas. Key service characteristics of these systems are shown in Table 3.3.

Table 3.3 Small Urban and Regional Systems

Transit Provider	Market Served	Number of Routes	Approximate Weekday Hours of Service	Approximate Weekday Headways	Weekend Service
Bath City Bus	Bath	2	8:00 AM–5:30 AM	60 Minutes	No
Downeast Transportation	Ellsworth, Bar Harbor, Bucksport, Stonington, Bangor	Downeast Service: 7 Routes Seasonal Island Explorer: 11 Routes, some temporarily suspended	5:30 AM–5:00 PM	1–6 Daily Runs	Seasonal Island Explorer

Bath City Bus is the most localized of the three services, with two routes operating exclusively within Bath. Downeast Transportation is larger, regional operations serving regional centers, such as Saco and Ellsworth, while also providing commuter services to nearby centers including Portland and Bangor. Frequencies are typically 60 minutes or longer, with limited weekend service.

Key performance metrics comparing pre- and post-onset of the COVID-19 pandemic, based on 2016 through 2021 figures, are shown in Table 3.4. Ridership from 2016 to 2019 increased for Downeast Transportation and declined by 36% for Bath City Bus, which may be due to service cuts or reporting errors. These numbers indicate a growing transit market prior to the COVID-19 pandemic for small urban and regional systems.

Table 3.4 Small Urban and Regional System Performance Metrics (2016–2021)

	Ridership Metrics			
Transit Provider	**2019 % Change from 2016**	**2019 Base**	**2020 % Change from 2019**	**2021 % Change from 2019**
Bath City Bus	-36%	11,769	-9%	-84%
Downeast Transportation	+14%	671,879	+3%	+2%

	Vehicle Revenue Miles			Vehicle Revenue Hours		
Transit Provider	**2019 Base**	**2020 % Change from 2019**	**2021 % Change from 2019**	**2019 Base**	**2020 % Change from 2019**	**2021 % Change from 2019**
Bath City Bus	39,054	-29%	-67%	3,075	-28%	-63%
Downeast Transportation	701,870	+7%	+8%	44,002	+8%	+9%

Downeast Transportation ridership rose 2 percent between 2019 and 2021, coupled with increased vehicle revenue miles and vehicle revenue hours. However, Bath City Bus experienced drops in ridership greater than corresponding decreases in vehicle revenue miles and vehicle revenue hours.

3.3 Regional Transportation Programs

Maine is divided into eight transportation regions which collectively span the entire state. Outside of existing urban and small urban transit systems, public transit in these regions is administered by MaineDOT-designated providers who operate a variety of transit services, including demand-response, flex routes, fixed route, and scheduled service shuttles. Information on Maine's eight Regional Transportation Program providers is shown in Table 3.5.

Table 3.5 Regional Transportation Program Systems

Transit Provider	**Transit Region**	**Markets Served**	**Transit Services**	**Weekend Service**
Aroostook Regional Transportation System	1	Caribou, Fort Kent, Madawaska, Houlton, Presque Isle, Surrounding Communities	Caribou Area Bus Service (Demand-Response) St. John Valley Area Bus Service (Demand-Response) Houlton Area Bus Service (Demand-Response) Presque Isle Area Bus Service (Demand-Response) New Freedom Transportation Service (Flex Service Between Above Service Areas)	No

Transit Provider	Transit Region	Markets Served	Transit Services	Weekend Service
Downeast Community Partners	2	Eastport, Calais, Princeton, Baileyville, Lubec, Machias, Millbridge	East Port—Pleasant Point (Flex Service / Demand-Response)	No
			Princeton—Baileyville (Flex Service / Demand-Response)	
			Lubec—Machias (Flex Service / Demand-Response)	
			Millbridge—Machias (Flex Service / Demand-Response)	
Penquis Community Action Program	3	Penobscot County, Piscataquis County	General Public Transportation (Demand-Response)	No
Kennebec Valley Community Action Program	4	Augusta, Waterville, Lower Somerset County Communities: Skowhegan, Madison, Anson and Norridgewock	Kennebec Explorer (Flex and Fixed Routes)	No
			Somerset Explorer (Flex Route)	
Waldo Community Action Partners: Mid Coast Public Transportation	5	Rockland, Belfast, Additional Knox County Communities	Rockland DASH (Flex Route)	No
			Belfast DASH (Flex Route)	
			Flex-Route Ride (Flex Route)	
			Bangor Route—Temporarily Suspended (Flex Route)	
			Augusta Route—Temporarily Suspended (Flex Route)	
			Waterville Route—Temporarily Suspended (Flex Route)	
			Additional Demand-Response Service (Demand-Response)	
Regional Transportation Program	6	Portland, Bridgton, Additional Cumberland County Communities	Lakes Region Explorer (Scheduled Service)	Saturday Service on Lakes Region Explorer
			General Public Transportation (Demand-Response)	
Western Maine Transportation Services	7	Farmington, Auburn, Lewiston, Lisbon, Rangeley, Rumford, Brunswick, Sugarloaf, Bethel	Greenline Commuter (Scheduled Service)	Seasonal Services
			Blueline Commuter Pilot (Scheduled Service)	
			Lisbon Connection (Flex Service)	
			Farmington—Rangeley (Flex Service)	
			Greenline Connection (Scheduled Service)	
			Mountain Valley Flex Route—Temporarily Suspended (Flex Service)	
			Brunswick Link (Fixed Route)	
			Sugarloaf Express—Seasonal (Scheduled Service)	
			Mountain Explorer—Seasonal (Scheduled Service)	

Transit Provider	Transit Region	Markets Served	Transit Services	Weekend Service
York County Community Action Corporation	8	Sanford, Springvale, Biddeford, Saco, Wells, York, Ogunquit, Kennebunkport, Additional York County Communities	Sanford Transit (Flex Service) WAVE (Demand-Response) Shoreline Explorer—Seasonal (Flex Service) Local Rides (Demand-Response) KITT—Kennebunk in Town Transportation (Flex Service) Southern Maine Connector (Flex Service) Orange 5 (Scheduled Service)	Shoreline Explorer, Orange 5

The services offered by the Maine Regional Transportation Program providers vary greatly. York County Community Action Corporation's Orange 5 consists of multiple daily runs between Sanford and Wells. The Aroostook Regional Transportation System consists of one to two weekday buses per market (Caribou, St. John Valley, Houlton, Presque Isle), operating on different schedules and to different locations depending on the day. Town-specific demand-response services operating at least once a week are available for most rural communities.

Key performance metrics comparing pre- and post-onset of the COVID-19 pandemic, based on 2016 through 2021 figures, are shown in Table 3.6. Three providers saw ridership grow from 2016 through 2019. The others saw drops in ridership of 1 to 18 percent and similar variations in vehicle revenue miles and hours. This is likely due to the demand-response format of these services, in which ridership levels directly impact total revenue miles and revenue hours, and possibly to variations in services provided by each operator in previous years.

Table 3.6 Regional Transportation Program System Performance Metrics (2016–2021)

	Ridership Metrics			
Transit Provider	2019 % Change from 2016	2019 Base	2020 % Change from 2019	2021 % Change from 2019
Aroostook Regional Transportation System	-9%	61,804	20%	-65%
Downeast Community Partners	-18%	48,871	-18%	-37%
Penquis Community Action Program	-6%	314,314	-35%	-42%
Kennebec Valley Community Action Program	-11%	173,878	-33%	-82%
Waldo Community Action Partners	+23%	86,212	-35%	-53%
Regional Transportation Program	+3%	94,062	-44%	-31%
Western Maine Transportation Services	+2%	233,472	-33%	-59%
York County Community Action Program	-1%	144,819	-61%	-46%

	Vehicle Revenue Miles			Vehicle Revenue Hours		
Transit Provider	**2019 Base**	**2020 % Change from 2019**	**2021 % Change from 2019**	**2019 Base**	**2020 % Change from 2019**	**2021 % Change from 2019**
Aroostook Regional Transportation System	299,133	+13%	+8%	18,281	+1%	-19%
Downeast Community Partners	1,023,984	-10%	-19%	46,511	-32%	-42%
Penquis Community Action Program	5,807,157	-40%	-43%	194,133	-57%	-62%
Kennebec Valley Community Action Program	1,150,663	-17%	-82%	75,183	-9%	-77%
Waldo Community Action Partners	1,319,555	-30%	-21%	62,150	-30%	42%
Regional Transportation Program	544,435	-27%	+13%	38,856	-38%	+14%
Western Maine Transportation Services	527,596	-24%	-23%	32,665	-36%	-29%
York County Community Action Program	463,377	-25%	-28%	33,753	-41%	-45%

Geographic context may be an indication of current transit demand and corresponding needs. Regional Transportation Programs covering urban centers, including the Regional Transportation Program (Portland), Western Maine Transportation Services (Lewiston/Auburn), and the Penquis Community Action Program (Bangor), saw relatively steep ridership drops in 2020 and 2021. The same was true for York County Community Action Corporation which serves multiple suburban communities near Portland and Portsmouth.

3.4 Ferry Service

Four systems of ferries serve inhabited islands from Casco Bay to points east along the Maine coast. Key service characteristics of these systems are shown in Table 3.7 below.

Table 3.7 Ferry Systems

Ferry System	Market Served	Mainland Port	Year-Round Service
Casco Bay Lines	Inhabited Casco Bay islands	Portland	Yes
Isle au Haut Boat Service	Isle au Haut	Stonington	Yes
Maine State Ferry Service	Inhabited Mid-Coast islands	Rockland, Bass Harbor, Lincolnville	Yes
Town of Cranberry Isles Commuter Ferry	Cranberry Isles	Northeast Harbor	Yes

Key performance metrics comparing pre- and post-onset of the COVID-19 pandemic, based on 2016 through 2021 figures, are shown in Table 3.8 below.

Table 3.8 Ferry System Performance Metrics (2016–2021)

	Ridership Metrics			
Ferry System	**2019 % Change from 2016**	**2019 Base**	**2020 % Change from 2019**	**2021 % Change from 2019**
Casco Bay Lines	+2%	1,099,820	-43%	-19%
Isle au Haut Boat Service	+23%	24,827	-31%	-1%
Maine State Ferry Service	-5%	465,445	-33%	-4%
Town of Cranberry Isles Commuter Ferry	+94%	4,000	-57%	-61%

	Vehicle Revenue Miles			Vehicle Revenue Hours		
Ferry System	**2019 Base**	**2020 % Change from 2019**	**2021 % Change from 2019**	**2019 Base**	**2020 % Change from 2019**	**2021 % Change from 2019**
Casco Bay Lines	85,249	-16%	+6%	16,237	-16%	+5%
Isle au Haut Boat Service	13,524	+6%	-24%	1,620	-7%	-32%
Maine State Ferry Service	139,459	-9%	-6%	13,672	-9%	-6%
Town of Cranberry Isles Commuter Ferry	3,518	-32%	-37%	482	-29%	-23%

Despite smaller reductions in vehicle service miles and hours into 2020, ridership dropped by more than 30 percent for each system. For three systems, 2021 ridership declines were less significant than 2020. The exception was the Town of Cranberry Isles Commuter Ferry which saw continued declines through 2021.

Casco Bay Lines is the state's largest ferry system, providing service from Portland to several scenic islands for residents and tourists. Fare revenues represent a high proportion of total operating revenue compared to other transit systems in the state. In 2020, fare revenues were 54 percent of operating expenses, with tourism trips supporting non-tourism services. Significant reductions in tourism could thus have strong implications for services which directly support residents and visitors of the Casco Bay Islands.

3.5 Intercity Bus and Rail Service

Intercity transit consists of scheduled bus and rail services providing service within Maine and to major markets and destinations outside of the state.[4] Since the intercity bus carriers are private operators, and not all receive Federal assistance, ridership and performance data is limited. As such, intercity bus and rail services are analyzed together. Key service characteristics of the statewide intercity bus services are shown in Table 3.9.

Table 3.9 Intercity Bus Systems

Transit Provider	Routes	Daily Service
Concord Coach	Bangor—Augusta—Lewiston/Auburn—Portland—Boston	Yes
	Bangor—Midcoast Communities—Portland—Boston	Yes
	Portland—New York City	No Tuesday or Thursday service
Cyr Bus Line	Bangor—Howland—Houlton—Presque Isle—Caribou	Yes
Greyhound	Bangor—Augusta—Lewiston/Auburn—Portland—Boston	Yes
West's Transportation	Bangor—Calais	Yes
	Steuben—Jonesport	Weekdays
	Beals Island—Ellsworth	Mondays
	Steuben—Machias	Tuesdays

Intercity bus service consists of one daily run or less, per direction across most routes. Bangor is the primary transfer hub for service between southern statewide markets (provided by Concord Coach and Greyhound), and northern/eastern markets (provided by Cyr Bus Line and West's Transportation). Direct service is available to Boston and New York City.

Key service characteristics of the statewide rail service are shown in Table 3.10 below.

Table 3.10 Rail System Service

Service	Maine Stops	Daily Runs	Weekend Service
Amtrak Downeaster	Wells, Saco, Old Orchard Beach, Portland, Freeport, Brunswick	5	Yes

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[4] In addition to the three long-distance services, BSOOB Transit's Green Line is operated as a feeder intercity service between Saco and Portland through earmarked FTA funding. Since ridership and other performance measures for BSOOB Transit are not broken out by specific route and service, those figures are included in the Small Urban and Regional System section.

Rail service is provided by Amtrak's Downeaster, managed by the Northern New England Passenger Rail Authority. This service consists of five daily runs between Brunswick, Portland, and points south into Boston.

From 2016 through 2019, ridership along Amtrak's Downeaster service rose by 15 percent. However, ridership on West's Transportation service dropped by 27 percent. This discrepancy may be due to service changes at West's Transportation, which also saw decreases in vehicle revenue miles and hours. Ridership and performance metrics for Concord Coach, Cyr Bus Line, and Greyhound service were not available. Key performance metrics comparing pre- and post-onset of the COVID-19 pandemic, based on 2019 through 2021 figures, are shown in Table 3.11 below.

Table 3.11 Intercity System Performance Metrics (2016—2021)

	Ridership Metrics			
Transit System	**2019 % Change from 2016**	**2019 Base**	**2020 % Change from 2019**	**2021 % Change from 2019**
West's Transportation	-27%	8,097	-17%	-19%
Amtrak Downeaster	+15%	547,293	-25%	-78%

	Vehicle Revenue Miles			Vehicle Revenue Hours		
Transit System	**2019 Base**	**2020 % Change from 2019**	**2021 % Change from 2019**	**2019 Base**	**2020 % Change from 2019**	**2021 % Change from 2019**
West's Transportation	83,171	-15%	-18%	3,660	-10%	-11%
Amtrak Downeaster	2,413,224	-19%	-13%	82,186	-23%	-19%

Relative to other types of transit within Maine's network, intercity services saw lower drops in ridership into 2020. This was also coupled with smaller drops in vehicle revenue miles and hours. The drops in ridership were relatively consistent with drops in service. These trends were evident across both bus and rail despite significant differences in the size of each operation. The fact that these systems also provide service between several intermediate destinations (Bangor to Augusta and Houlton to Caribou, for example) may explain the relative strength of intercity ridership in Maine even as long-distance travel declined nationwide beyond 2020.

3.6 Transit Network Discussion

This overview of the Maine transit network is very much influenced by the COVID-19 pandemic which took root in Maine and across the United States in 2020. Nationwide, monthly transit ridership fell by approximately 50 percent from January 2020 to July 2021. Maine transit ridership has rebounded but remains at 55 to 70 percent of pre-pandemic levels for many providers.

Several observations and inferences emerge from the transit network overview:

- **Snapshot of the Maine Transit Network:** The Maine transit network consists of fixed route systems in and around the state's largest urban centers of Portland, Lewiston/Auburn, and Bangor. These systems operate service of 60-minute headways or better, depending on the time of day, along with some degree of weekend service. Regional systems, with varying service frequencies, operate to the south of Portland, as well as in the Ellsworth area along Maine's Mid-Coast, while Bath is served by a small urban system. In some instances, connections between the regional systems and the urban fixed route networks are feasible.

  Eight Regional Transportation Programs provide services across most communities and populated areas of Maine. The transportation options provided by these programs vary, and range from fixed scheduled services in suburban communities, to weekly demand-response services in the more rural and isolated portions of the state.

  Maine has several unbridged, inhabited islands served by ferry service from Casco Bay to points east along the coast. Intercity transit options consist of bus and rail services. For in-state travel, Bangor is a hub for bus service, as it provides access between southbound and northbound statewide services. Rail service is provided by Amtrak and operates between Brunswick and points south to Boston.

- **Generally Strong Pre-Pandemic Ridership:** From 2016 through 2019, ridership generally rose. This was evident in the Portland urban fixed route system, Maine's largest transit market, which saw growth of 16 percent, and in the small urban and regional systems, ferry services, and rail service. Across other urban fixed route systems and the Regional Transportation Programs, ridership mostly held steady from 2016 to 2019.

- **Pandemic-Impacted Urban Ridership:** Urban fixed route ridership, serving the Portland, Lewiston/Auburn, and Bangor areas, saw more significant ridership declines during the COVID-19 pandemic than other transit systems across the state. Unlike other types of systems which saw ridership recoveries through 2021, urban ridership remained down by around 50 percent in some instances, even as service provided approached 2019 levels. Together, these systems make up a large proportion of total statewide transit ridership.
- **Variations in Regional Transportation Program Ridership:** Ridership and performance metrics varied noticeably from 2016 to 2021. There is some evidence that those programs serving more rural locations saw smaller declines in ridership between 2019 and 2021 in comparison to urban locations. Ridership metrics for some small communities may not be fully reflected in the totals of the Regional Transportation Programs which they fall under, if those geographies include larger centers such as Bangor and Portland.
- **Ferry System Dependence on Tourism:** While the decline of ferry ridership and operations from 2019 to 2021 was small relative to other types of transit, a higher dependence on fare revenues makes these systems more sensitive to ridership fluctuations.
- **System Connectivity:** The largest urban fixed route systems in Portland and Bangor provide connections to at least one small urban and regional system. Additionally, each of the Regional Transportation Programs provide transportation to large and small urban centers. While service is somewhat infrequent, intercity service is available along a broad corridor from Portland to Caribou. While these connections are well-advertised on the websites of most of the transit providers, discrepancies in transit hours, overall levels of service, and a lack of information and coordination could diminish the effectiveness and viability of making transfers across more than one operator.
- **Overall Service Parameters:** Daily hours of service, frequency, and weekend availability vary based on the type of transit system and geographic market. Additional analysis focuses on how these parameters coincide with rider needs for trip purposes such as employment, medical services, and shopping.
- **Operator Technology Usage:** Transit providers across the state were asked to indicate how prevalent certain technologies are in their operations, including use of scheduling software, fare payment systems, asset management software, Computer-Aided Dispatch/Automatic Vehicle Location (CAD/AVL), General Transit Feed Specification (GTFS), and electric buses. The urban fixed route systems and Regional Transportation Systems use most of these technologies, except for electric buses, which are not yet

widely used in Maine and are further explored in the Transit Bus Electrification plan. Usage in the other forms of transit systems varied, although use of asset management software and scheduling software was relatively prevalent. GTFS is not widely used outside of the urbanized systems.

Internet connectivity affects the ability of transit operators to communicate with passengers, particularly with innovations such as automated fare payment, real-time schedule updates, and on-demand services. Overall, transit operators indicated that outside of select locations within their service areas, Internet connectivity generally does not affect their operations or ability to communicate with passengers for pickups.

- **Overall System Effectiveness:** As we move towards the post- environment, ridership levels will depend on the specific transit market. The COVID-19 pandemic saw pronounced demand for trips related to medical needs and for essential employees, amidst other purposes. This disparity can be looked at as a drop in demand from riders with other transportation alternatives, coupled with steady to rising demand from riders with a greater dependency on transit service. Transit providers may have to plan for the provision of a service that generates lower ridership numbers but plays a more essential role in well-defined travel markets for a more vulnerable population, such as older adults and low-income households.

4. OTHER TRANSIT PARTNERS

4.1 Non-Emergency Transportation

MaineCare, administered through the Maine Department of Health and Human Services (DHHS), works with designated transportation brokers who arrange rides to and from appointments covered by the MaineCare health insurance program for individuals who are eligible based on household composition and income. The following transportation brokers coordinate and administer Non-Emergency Transportation (NET) service across Maine, based on the specific county and municipality:

» Modivcare.

» MidCoast Connector (Waldo Community Action Program).

» Penquis Community Action Program.

The transportation broker is required to identify and assign the least expensive available transportation option, within the parameters of the recipient's health capabilities, origin, and destination. Transportation options assigned to recipients include:

» Direct reimbursement to the recipient, based on mileage driven between their home and the appointment.

» Direct reimbursement to a family member or friend of the recipient, based on mileage driven between their home and the appointment.

» Provision of a transit pass if the recipient can feasibly use existing public transit.

» Arranging a ride with a volunteer driver to provide the recipient with transportation to and from the appointment.

» Arranging a ride with a local agency or special vehicle to provide the recipient with transportation to and from the appointment.

» Arranging a ride with a taxi to provide the recipient with transportation to and from the appointment.

In the case of the different ride arrangement options, ridesharing is not very feasible in rural areas where passengers may live several miles apart and the transportation broker is often unable to place more than one passenger in a vehicle at a time. This reduces efficiency and increases the number of trips and total costs. This often leads to a gap in the demand for transportation in rural areas and the availability of appropriate services.

MaineCare requires recipients to contact their designated transportation brokerages at least two business days before their appointment, although urgent appointments can be coordinated when possible. This program also includes school-based NET transportation.

4.2 Additional Social Services Transportation Options

Transportation for access to social service appointments and needs are coordinated through Maine's Regional Transportation Programs. These trips are generally restricted and require a referral from the specific social service program. Examples of these types of trips include:

- DHHS Transportation trips related to daycare, childcare, and child protective services.
- Older Adult Transportation.
- Skills Training and Workforce Development.
- Maine Veterans Services.

Trips covered through these services, along with certain NET trips, are typically administered by volunteer driver programs, which may provide a mileage-based reimbursement for drivers to transport recipients to and from appointments.

4.3 GO MAINE Commuter Connections

GO MAINE, a statewide ridesharing and trip planning program led by MaineDOT and the Maine Turnpike Authority, matches up commuters and other travelers with alternatives to single occupancy vehicles. Open to the general and commuting public, it includes a point-based reward system as an incentive to participate. Points can be redeemed for entertainment, gift certificates, and coupons.

GO MAINE works with several organizations in Maine to provide transportation options for workers and others such as Commute With Enterprise, a private company that forms vanpools as appropriate for organizations.

The GO MAINE program was active but not promoted through the pandemic. GO MAINE was relaunched in April 2022 and currently has approximately 9,800 members, including many from MaineHealth, the University of New England, and Jackson Laboratory.

4.4 Volunteer Driver Networks

Several volunteer driver networks exist in Maine. These programs are typically, but not exclusively, non-profit organizations, and are often associated with senior centers. A few consist of neighbors driving other neighbors to their destinations. Specific parameters and requirements for participation in these programs vary widely. Some services provide transportation primarily for medical appointments, while others provide broader services.

In the last assessment of statewide volunteer driver networks, conducted in 2018, 12 of the approximately 20 networks responded with data on their operations. These 12 networks consisted of approximately 2,000 registered riders and 400 volunteer drivers. Approximately 237,000 miles were logged annually.

The Independent Transportation Network of America (ITNAmerica) is a national private non-profit transportation network serving olde adults and people with mobility challenges. ITNAmerica's affiliate in Maine, ITNPortland, serves the Portland region and ITNAmerica's rural transportation, ITNCountry, includes twelve regions across the country, including in Hancock County, Kennebunk, and Millinocket.

There is an ongoing shortage of volunteer drivers and transit drivers in general. The Kennebec Valley Community Action Program, for example, saw its number of volunteer drivers drop from 94 to 52, despite strong demand, in part due to the COVID-19 pandemic.[5] This driver shortage is expected to continue through the foreseeable future.

4.5 Workforce Transportation Pilot Project

The Maine Jobs and Recovery Plan provides $5 million in American Rescue Plan Act funds to the MaineDOT to support local, regional, and state workforce transportation pilot projects, especially in rural areas. Administered by the MaineDOT Bureau of Planning, this competitive grant program provides funds to support workforce transportation pilot projects around the state. Funds may be used for capital and operating costs including program start-up costs. Approximately $2 million has been awarded through the program, supporting projects by Bath Iron Works, Gagne Foods, Robbins Lumber, Sunday River, and Timber HP.[6]

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[5] CentralMaine.com 'KVCAP needs more volunteer drivers to fill important void' https://www.centralmaine.com/2021/11/10/volunteer-drivers-fill-important-void-for-kvcap-and-many-more-are-needed/.

4.6 Moving Maine Network

The Moving Maine Network (MMN) is a transportation equity-focused advocacy and collaborative group. MMN is guided by a steering committee which covers multiple sectors, including housing, transportation, youth, disability, health and human services, and regional planning. The Network seeks to facilitate better transportation access by advancing cross-sector collaboration, informing policy changes, and spurring mobility innovation. The Network's activities include "All Network Gatherings" designed to foster and increase communication amongst stakeholders and transportation providers, "Learning Community" sessions, and Policy Action Workgroups.

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[6] Maine Workforce Transportation Pilot. https://www.maine.gov/mdot/grants/mjrp/workforce/

5. TRENDS

Several trends affect the provision and use of transit across the state, including the aging population, labor market shifts, migration, development patterns, technology, safety, climate, tourism, and the impact of COVID-19.

5.1 Aging Population

Maine has the highest median age of any state at 45.1 years and the highest percentage of its population age 65 and over at 21 percent, with the 65+ age bracket the only one projected to increase from 2018 to 2028 (Table 5.1).

Table 5.1 Projected Maine Statewide Population by Age

	2018 (Historical)	2023	2028	2018–2028
Age 0–19 years	284,015	262,656	249,789	
Age 20–39 years	314,772	310,383	300,720	
Age 40–64 years	466,374	438,938	419,118	
Age 65+ years	275,999	343,946	399,211	
Five-year Percent Change				
Percent Change 0–19		-7.5%	-4.9%	-12.1%
Percent Change 20–39		-1.4%	-3.1%	-4.5%
Percent Change 40–64		-5.9%	-4.5%	-10.1%
Percent Change 65+		24.6%	16.1%	44.6%

Source: Maine Population Outlook 2021.

In 2019, 27.4 percent of all Mainers were born between 1946 and 1964, and another 9.5 percent were born between 1901 and 1945, meaning that 37 percent of Maine's population was 55 and over.[7] For the Nation as a whole, the number was approximately 29 percent.

Maine's aging population will require services such as transit to get around as they become unable to or choose not to drive long distances or at all. Without alternatives to driving, older adults may drive longer than is safe for them to do so. Community-based volunteer driving services will be in increased demand, with recent retirees a potential driver pool.

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[7] Office of the State Economist, 2021. *Maine Population Outlook*. Accessed at: https://www.maine.gov/dafs/economist/sites/maine.gov.dafs.economist/files/inline-files/Maine%20Population%20Outlook%20to%202028.pdf.

Commercial drivers in Maine are also aging; the portion of Mainers holding a Class C Driver's License who are 70 and older has increased from 14 percent in 2017 to 17 percent in 2020.

5.2 Labor Market Shifts

Shifts in the Maine labor market have been influenced by several underlying trends. Maine's aging population has led to a lower civilian labor force (around 700,000 over the past decade) and low unemployment rates (3.1 percent in August 2022).

The recent uptick in unemployment rates is related to workforce changes due to the pandemic. Maine lost 15 percent of all jobs at the start of the pandemic, but quickly recovered to half of that within a few months.[8] Leisure and hospitality dropped the largest amount in 2020, by more than 15,000 jobs.

Maine's aging population and the pandemic will continue to constrain Maine's labor force. The number of new workers may not keep pace with the number leaving the workforce. In-migration can help bolster Maine's labor force, but the increase during the pandemic was largely due to the growth in teleworkers, and any benefits may be marginal when the companies are located outside of Maine. Overall, the state is expected to lose about 16,000 jobs over the next decade. While telework may help, it likely will not be able to account for all of the 75,000 jobs the state needs over the next decade. The tight labor market adds to the difficulty in finding and retaining transit drivers and other staff, even as workers and potential workers face challenges connecting to job opportunities.

5.3 Migration

In-migration has accounted for all of Maine's growth in recent years, as deaths have outpaced births. Without the benefits of in-migration in recent years, Maine's population would be flat or even decreasing, as shown by the negative natural population change over the past decade (Figure 5.1).

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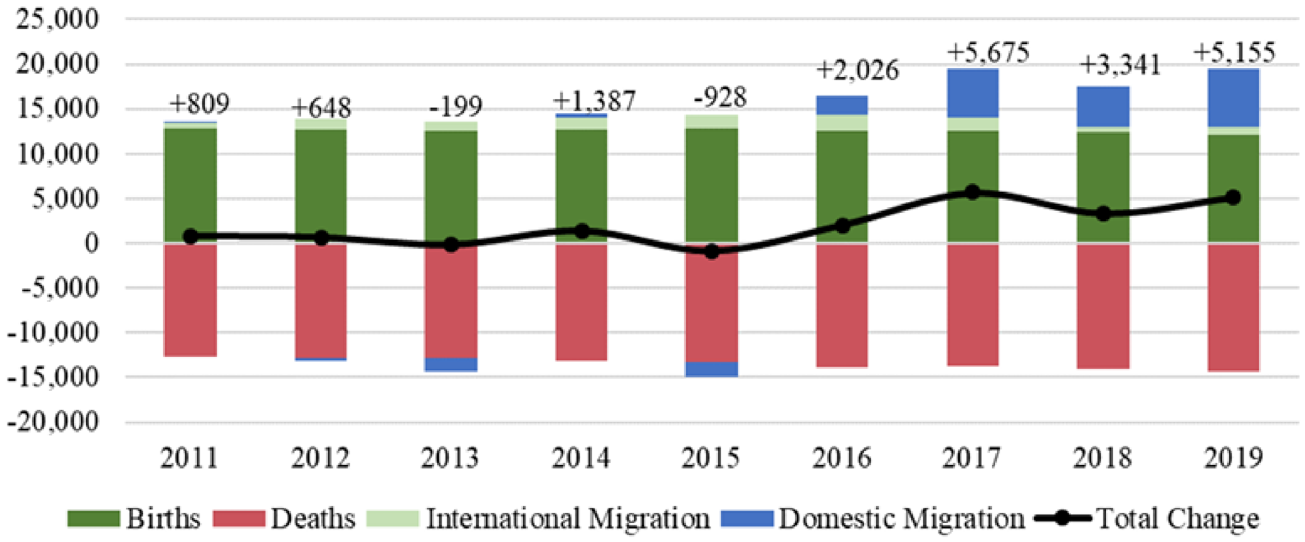
[8] Maine Department of Labor, 2021. *Maine's Labor Market During the Pandemic*. Accessed at: https://www.maine.gov/labor/cwri/publications/pdf/JobImpact-COVID.pdf.

Figure 5.1 Components of Maine Population Change



Source: Maine Population Outlook, 2021

Maine's population increased by more than 16,000 in 2020 and by nearly 10,000 in 2021, compared to less than 6,000 in 2019.[9] Net migration accounted for 1.2 percent of the state population in 2020 and 2021, the highest in all of New England, and the seventh highest in the U.S.[10] Whether this amount of in-migration will continue remains to be seen.

Maine's urban and coastal areas had seen influxes from other parts of the state and from beyond Maine even prior to the pandemic. Many asylum seekers migrated from other countries to cities like Portland in the hundreds to even thousands each year from 2011 to 2019.[11,12] In the most recent years, however, domestic migration increased greatly as thousands of U.S. residents moved from other states to Maine, furthering a housing crisis in Maine's coastal areas.

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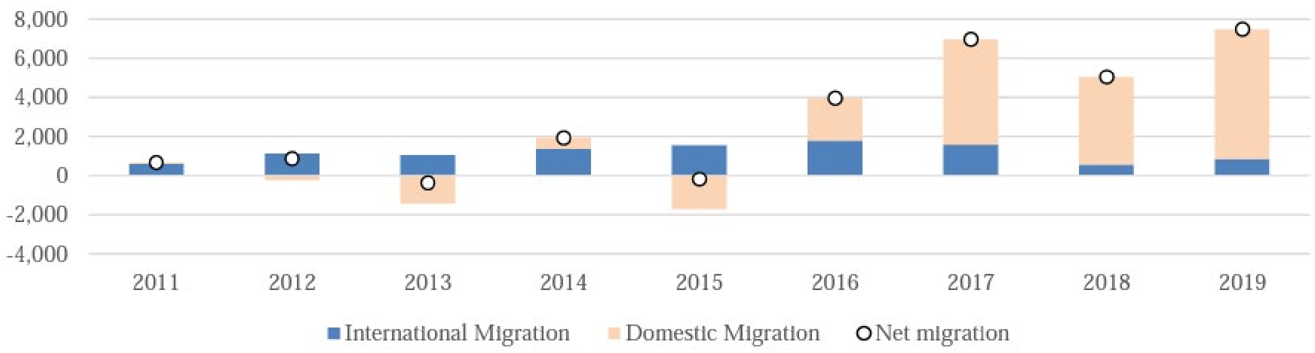
[9] U.S. Census Bureau (Bangor Daily News), 2021. *Pandemic migration spurs Maine's biggest population growth in two decades.* Accessed at: https://bangordailynews.com/2021/12/27/news/pandemic-migration-spurs-maines-biggest-population-growth-in-2-decades-xoasq1i29i/.

[10] Ibid

[11] The World, 2019. *Portland, Maine, turns 'crisis' to 'opportunity' for African migrants.* Accessed at: https://theworld.org/stories/2019-06-17/portland-maine-turns-crisis-opportunity-african-migrants.

[12] Maine Office of the State Economist, 2020. *Maine 2019 Year in Review*. Accessed at: https://www.maine.gov/dafs/economist/sites/maine.gov.dafs.economist/files/inline-files/2019%20Year%20in%20Review.pdf.

Figure 5.2 Maine Migration Patterns



Source: Maine Office of the State Economist. Maine 2019 Year in Review.

The housing crunch, once mostly in urban areas of Maine, extended to rural areas during the COVID-19 pandemic. Maine's housing industry boomed in 2020, as the number of sales statewide grew by 10 percent and the median sales price grew by 14 percent.[13] Rural counties saw the greatest growth, with Washington, Aroostook, and Piscataquis all having over 30 percent growth in the number of sales compared to 2019.

In 2020, while Maine's urban areas lost 0.7 percent of households, high-commuting rural areas gained 1.5 percent more households and low-commuting rural areas gained 0.5 percent more households.[14] In 2020, across New England, rural areas, especially those with strong economic ties to urban places, experienced greater gains than the urban areas themselves. If these patterns continue, providing transit service within and between urban areas, and from high-commuting rural areas to the urban cores, will be particularly important.

5.4 Technology

Many parts of Maine have limited or no data and/or voice service for 4G LTE. Despite the gaps, 87.2 percent of Maine's land area, and more than 99.9 percent of residents in their homes, are covered by some form of wireless service.[15] 5G reception covers more than 90 percent of Maine residents.

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[13] Maine Office of the State Economist, 2021. *Maine 2020 Year in Review*.

[14] Federal Reserve Bank of Boston, 2021. *How the COVID-19 Pandemic Changed Household Migration in New England.* Accessed at: https://www.bostonfed.org/publications/new-england-public-policy-center-regional-briefs/2021/how-the-covid-19-pandemic-changed-household-migration-in-new-england.aspx.

[15] Best Neighborhood. *Mobile Coverage & Cell Phone Plans in Maine*. Accessed at: https://bestneighborhood.org/mobile-and-cell-maine/

Adaptive cruise control and steering and speed control (available in 92 and 50 percent, respectively, of new cars) may make driving less demanding and improve mobility for older adults and those living in rural areas.

Vehicles with driving assistance features still require constant human supervision and are not truly “self-driving.” Advances in the short term are likely to be more incremental than transformative, and it is unclear when these technologies may truly transform mobility. By making travel easier, automated vehicles may encourage sprawling development and make public transportation increasingly difficult outside of dense urban areas. As market penetration of AVs increases (and particularly when they are electrified), transit agencies will need to secure reliable funding sources as revenues from motor fuel taxes decrease.[16] However, it is very possible that AVs could increase revenues from motor fuel taxes because some studies at both the national[17] or urban region[18] levels estimate that AV penetration could lead to an increase in vehicle miles traveled without Government policy responses. Ultimately, for Maine, this impact will be marginal because transit agencies do not receive any funds through the state gas tax, but do receive funding from the Federal gas tax.

AVs are expected to decrease transit ridership by decreasing the cost and barriers of using motor vehicles. AVs will allow private vehicle riders to more efficiently utilize their time spent in vehicles and could reduce the cost and time spent parking in shared AV scenarios[19]. The expected decrease in transit ridership could follow the much-speculated connection between the influx of services like Uber and Lyft in 2014 to 2017 and declines in transit ridership over the same period.

Electric vehicles reduce carbon emission and air pollutants, but lower the cost of fuel, potentially encouraging sprawling development. EVs also reduce revenues from fuel taxes that fund transportation infrastructure. Maine's transit agencies do not receive state funds through the fuel state gas tax but do receive funding from the Federal gas tax.

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[16] Wu, Cao, and Douma, 2021. *The impacts of vehicle automation on transport-disadvantaged people*. Accessed at: https://www.sciencedirect.com/science/article/pii/S2590198221001536.

[17] Milam et al., 2019. *Using Current Practice Regional Models to Test Autonomous Vehicle Effects on Travel Demand and Public Agency Policy* Responses. Fehr & Peers. Accessed at: https://www.fehrandpeers.com/wp-content/uploads/2020/01/Milam_Islam_Johnson_Fong_Donkor_Xu_AV-Modeling_TRB_2020.pdf

[18] Zhang et al., 2018. *The Impact of Private Autonomous Vehicles on Vehicle Ownership and Unoccupied VMT Generation.* Accessed at: https://www.sciencedirect.com/science/article/abs/pii/S0968090X18303188

[19] Milam et al., 2019. *Using Current Practice Regional Models to Test Autonomous Vehicle Effects on Travel Demand and Public Agency Policy* Responses. Fehr & Peers. Accessed at: https://www.fehrandpeers.com/wp-content/uploads/2020/01/Milam_Islam_Johnson_Fong_Donkor_Xu_AV-Modeling_TRB_2020.pdf

Automation and electrification, as well as other technologies, can directly improve transit service. Automation can make transit operation safer and potentially make microtransit feasible in more areas. Electrification of transit vehicles may require additional charging infrastructure, redesigning of routes, and additional training for staff, but can reduce emissions and lower operating costs over the long term. The Infrastructure Investment and Jobs Act injected a $5.5 billion expansion of the Low- and No-Emission Transit Vehicle Program, which provides funds to state and local governments for the purchase of electric transit buses and other cleaner models.

Technology supports microtransit, which is small-scale, on-demand public transit service that can offer fixed routes and schedules in addition to flexible routes and on-demand scheduling.[20] The model has become popular in rural areas, which often lack the ridership for traditional bus systems. Microtransit, however, only provides rides to a small number of passengers per hour, compared to the much higher potential capacity of fixed route service. It may ultimately make sense for on-demand transit to focus on augmenting paratransit service for Maine's aging population rather than expanding first- and last-mile access.

Other relevant transit technologies include automatic passenger counters, automated fare payment, and General Transit Feed Specification (GTFS) flex. Automatic passenger counters can help agencies plan routes and stops and measure the ridership impact of policy changes such as the elimination of fares. Automated fare payment technologies have improved in recent years, with many transit agencies offering mobile ticketing options or smart cards to collect payment. According to a recent survey of transit agencies, 92 percent plan to adopt fare payment innovations, more than half plan to implement mobile ticketing, and just under half plan to introduce contactless payment with bank cards and mobile phones.[21] Finally, while GTFS defines a common data format for transit schedules and has become the standard for most transit agencies, GTFS-Flex is not as widely used. GTFS-Flex adds the capability to model demand-responsive services to GTFS. It was first implemented by the Vermont Agency of Transportation in 2018 in a demonstration project for the FTA's Mobility on Demand Sandbox to provide a better trip planner for riders statewide[22].

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[20] American Public Transportation Association. *Microtransit*. Accessed at: https://www.apta.com/research-technical-resources/mobility-innovation-hub/microtransit/.

[21] Ibid.

5.5 Safety

Transit has proven to be a relatively safe mode of transportation. Transit passengers have less than a tenth the per-mile crash rates as automobile occupants and transit-oriented communities have less than a fifth of the total (pedestrian, cyclist, automobile, and transit passenger) per capita fatality rates compared to automobile-dependent communities.[23] Transit can make travel safer because it provides a travel option to higher-risk groups.

In Maine, transit, school, and other types of buses were involved in 902 crashes from 2016 to 2020 while passenger cars, SUVs, and passenger vans were involved in nearly 200,000 crashes over the same period[24]. Only 16 percent of bus crashes resulted in a fatality or injury[25] versus 24 percent of crashes across transportation modes[26], indicating that bus crashes are less likely to result in an injury or death.

5.6 Climate

Climate change will impact Maine's transportation system and economy. The continued transition of transit fleets to electric, hybrid, and other low- and zero-emission vehicles can reduce transit's impact on the environment. An efficient and effective public transportation system also provides an alternative to personal vehicles and reduce overall vehicle miles traveled, particularly in urban areas.

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[22] Gustave, Shaheen, and Martin, 2018. *MOD Sandbox Demonstrations Independent Evaluation (IE) Vermont Agency of Transportation (VTrans) OpenTripPlanner Evaluation Plan*. Accessed at: https://rosap.ntl.bts.gov/view/dot/36390/

[23] Littman, Todd. 2021. *Safer Than You Think! Revising the Transit Safety Narrative*. Accessed at: https://www.vtpi.org/safer.pdf.

[24] Maine Department of Transportation, 2021. *State of Maine Highway Crash Statistics, 2020 Edition*. Accessed at: https://www.maine.gov/mdot/safety/crash-data/

[25] Maine Department of Transportation, 2021. *Truck and Bus Crash History 2016-2020*. Accessed at: https://www.maine.gov/mdot/safety/crash-data/

[26] Maine Department of Transportation, 2021. *State of Maine Highway Crash Statistics, 2020 Edition*. Accessed at: https://www.maine.gov/mdot/safety/crash-data/

5.7 Tourism

Tourism is a cornerstone of Maine's economy. Maine's transit system plays an important role in connecting visitors to destinations across the state, particularly for those who choose not to bring or do not have access to a personal vehicle.

As tourism has bounced back, some public transportation systems that connect visitors to Maine have seen increases in ridership. Amtrak's Downeaster, for example, had more than 25,000 riders in June 2021 compared to just 768 in June 2020.[27] While this is still lower than the 48,284 riders in June 2019, New England passenger rail officials feel confident that riders will continue to return to the service.[28]

5.8 Impact of COVID-19

A significant portion of the existing conditions assessment considers the impact of the ongoing COVID-19 pandemic on the Transit Plan planning process. The broad and overarching impacts experienced nationwide in 2020 included broad declines in transit ridership and other performance measures, as discussed in Section 3 for each transit system. Despite these declines in ridership, given notable rises in inequality, and the focus on "essential workers," the COVID-19 pandemic has also produced a greater dependency on transit. This is especially the case for passengers who, prior to the COVID-19 pandemic, were reliant on transit for a variety of trip purposes. As a result, public transit is expected to play an even bigger role in these trips, including for purposes such as medical appointments and employment in essential fields. The pandemic has also increased the prevalence of non-traditional working hours, schedules, and overall needs, especially in fields related to health, and supply chains, where hours of employment stretch beyond the typical 9:00-to-5:00 hours. Transit service may need to be available for larger parts of the day to remain a viable option.

The ongoing shortage of transit drivers is a challenge in both Maine and the Nation. Some Maine transit operators, in both large and small transit markets, indicated that they were not experiencing driver shortages. For these operators, it seems to be a matter of good fortune, rather than a specific and unique driver retainment strategy. However, several operators indicated driver shortages that have led to service modifications, which are expected to remain in place for the foreseeable future. Volunteer drivers are also in high demand. Multiple factors related to COVID-19 have exacerbated these issues. With testing protocols in place, asymptomatic positive tests on the part of drivers can lead to drivers being unable to work for extended periods of time. At the same time, an overall hesitancy to be in proximity to strangers could make prospective drivers reluctant to participate. Transit operators also face competition from municipalities and businesses eager to fill significant driver shortages.

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[27] Portland Press Herald, 2021. *Maine Passenger Train Ridership Rebounds as Pandemic Restrictions Ease*. Accessed at: https://www.pressherald.com/2021/07/01/maine-passenger-train-ridership-rebounds-as-pandemic-restrictions-ease/.

[28] Ibid.

In addition, inflation and supply chain shortages persist, which may continue to impact driver shortages, vehicle and supply procurements, and the ability to operate a fully dynamic and functional transit service.

A. TRANSIT SYSTEM PROFILES

The following transit system profiles detail the transit services operating across Maine. As part of the Transit Plan planning process, each transit operator was asked to provide information related to the following components of transit services:

- Service Description and Fares
- Ridership Totals
- Modal Operating Characteristics
- Budget Metrics
- Organizational Management Structure
- Asset Management
- Technology Capabilities

Each operator provided a response, with where applicable, ridership, operating, and budget metrics between 2016 and 2021. Limited information was provided by some of the private sector intercity carriers, particularly those that operate without subsidy.

A.1 Aroostook Regional Transportation System

Aroostook Regional Transportation System, Inc. (ARTS) is a non-profit Regional Transportation Program providing transit services to Aroostook County in northern Maine.

Service Description and Fares

ARTS transit service consists of multiple flexible demand-response services in and around four different locations in northern Maine:

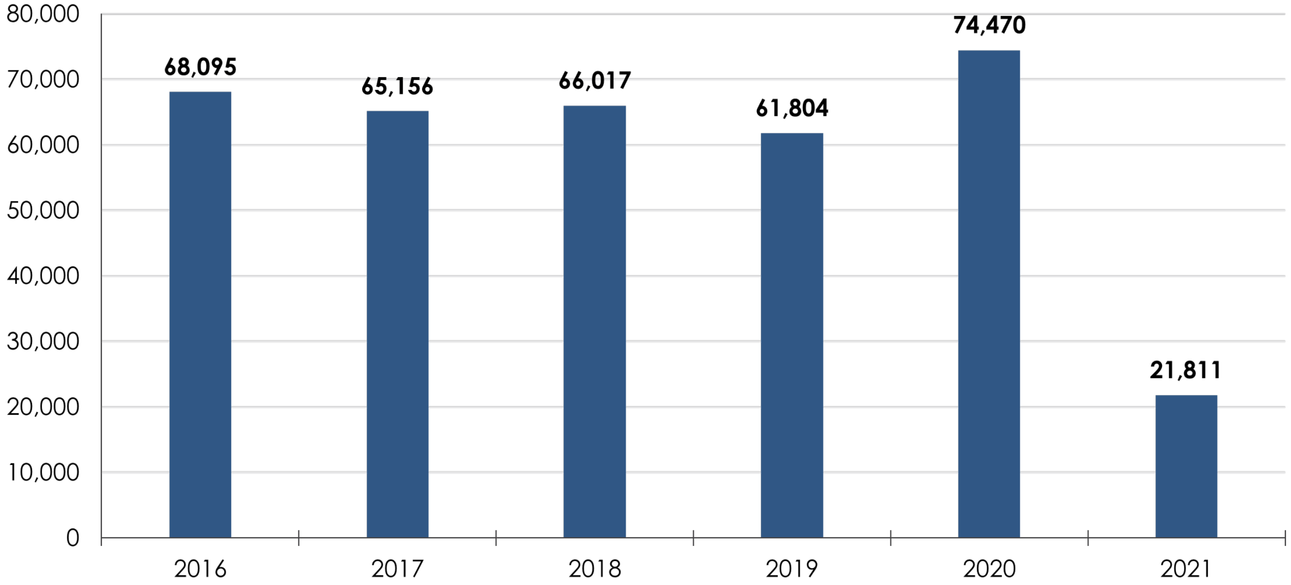
- **Caribou Service:** Operates between Caribou and Presque Isle.
- **St. John Valley Service:** Operates between Fort Kent, Caribou, and Presque Isle
- **Houlton Service:** Operates between Houlton and Presque Isle.
- **Presque Isle Service:** Operates in and around Presque Isle.

ARTS also operates the New Freedom Transportation Service, which provides reserved transportation service to low-income households, older adults, and individuals with disabilities in Aroostook County, Patten in Penobscot County, and Danforth in Washington County. Service is operated on weekdays between 7:30 AM and 3:30 PM. Fares for all services vary based on the specific origin and destination.

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.1. Despite the effects of the COVID-19 pandemic, ridership rose significantly to nearly 75,000 trips in 2020, from just under 62,000 trips in 2019. In 2021 however, recorded ridership dropped significantly to just over 20,000 trips.

Figure A.1 ARTS Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.2 and Figure A.3. Revenue miles were approximately 300,000 in 2019 and just under 340,000 in 2018 and 2020. Revenue hours followed a slight downtrend from approximately 21,000 to around 18,000 in 2019 and 2020. Both metrics dropped in 2021, although by not nearly as much as ridership.

Figure A.2 ARTS Vehicle Revenue Miles (2016–2021)

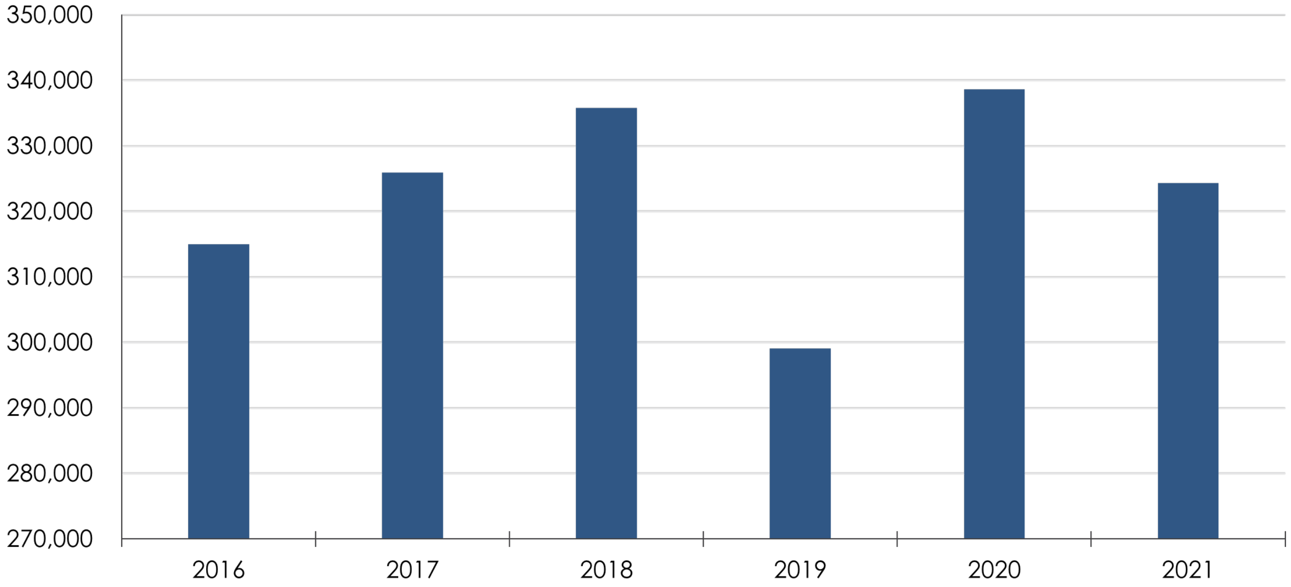
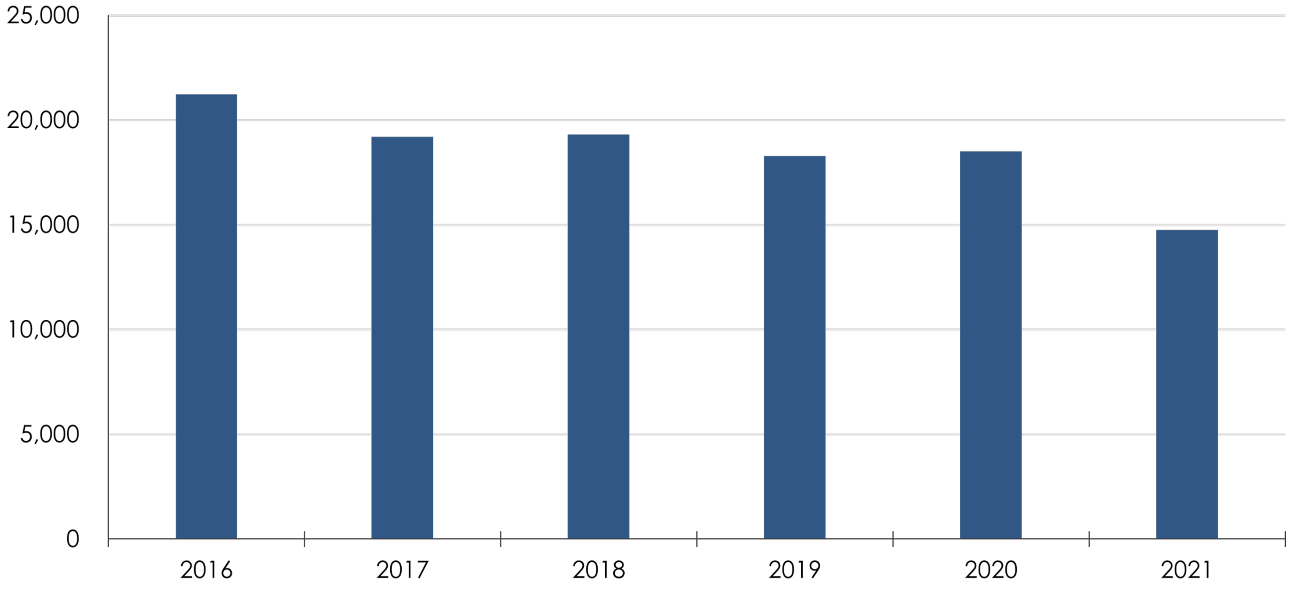


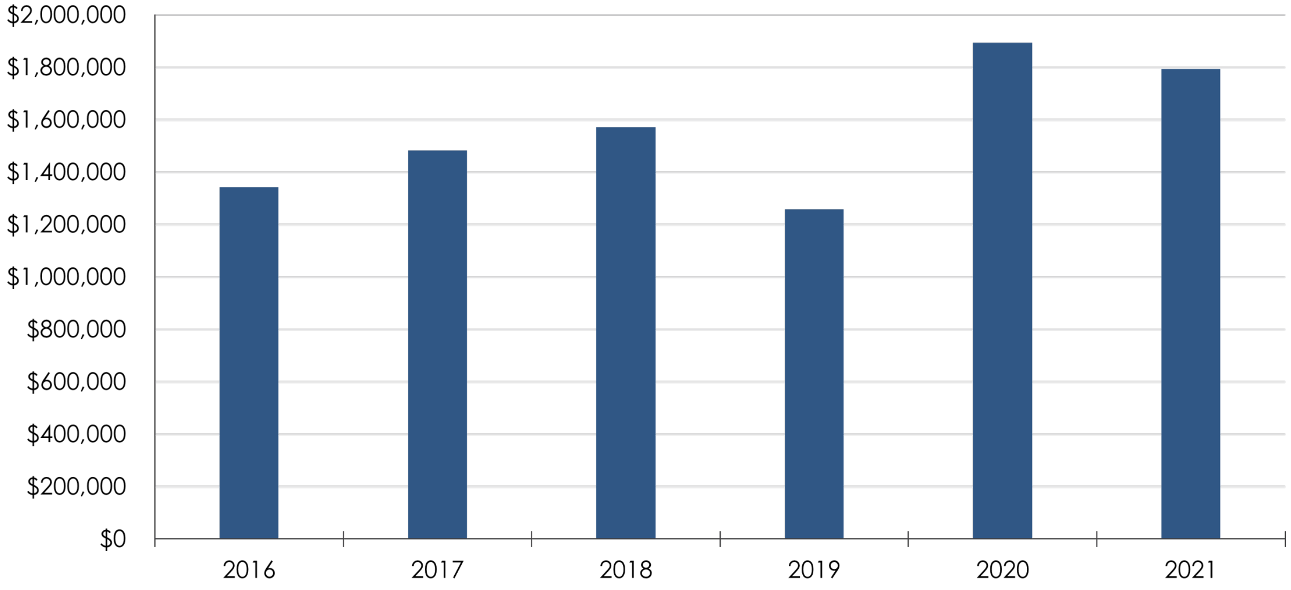
Figure A.3 **ARTS Vehicle Revenue Hours (2016–2021)**



Budget Metrics

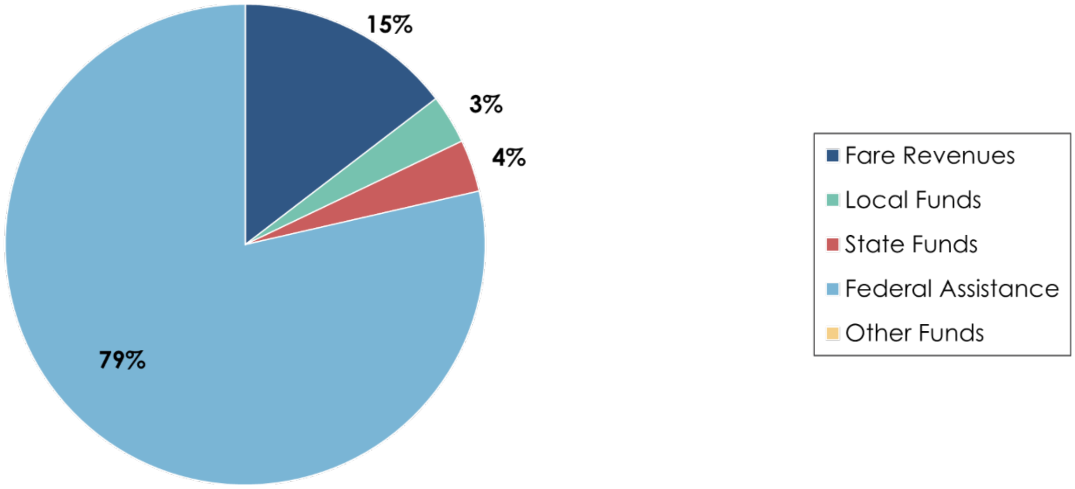
Annual operating expenses for 2016 through 2021 are shown in Figure A.4. These figures ranged from a low of just over $1.2 million to approximately $1.9 million in 2020, an increase of over 30 percent. Operating expenses for 2021 dropped slightly in 2021 to just under $1.8 million.

Figure A.4 **ARTS Operating Expenses (2016–2021)**



The breakdown of operating expense funding sources for 2020 is shown in Figure A.5. Federal assistance accounted for 79 percent of operating expense funding, farebox revenue for 15 percent of funding, and the remainder was split between local and state funds.

Figure A.5 ARTS Operating Funding Sources (2020)



Service efficiency metrics are shown in Figure A.6 and Figure A.7. Vehicle revenue mile operating expenses ranged from a low of just over $4.00 in 2019, to just over $5.50 in 2020, before declining through 2021. Vehicle revenue hour operating expenses ranged from approximately $63.00 in 2019 to a high of $121 in 2021.

Figure A.6 ARTS Operating Expenses per Vehicle Revenue Mile (2016–2021)

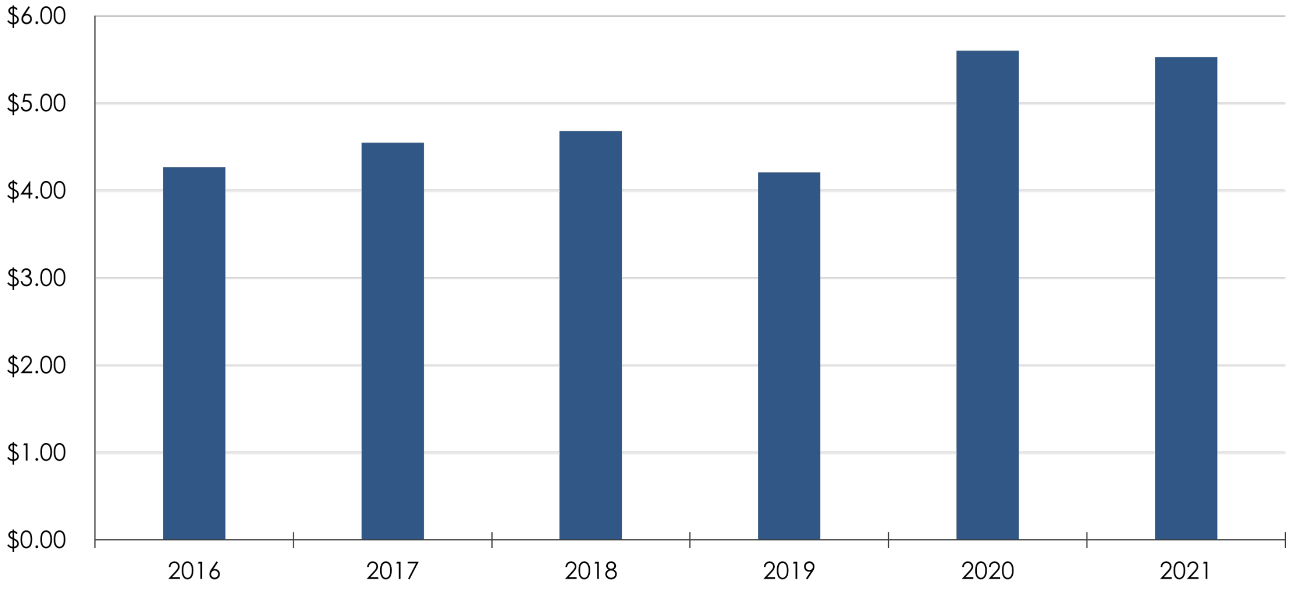
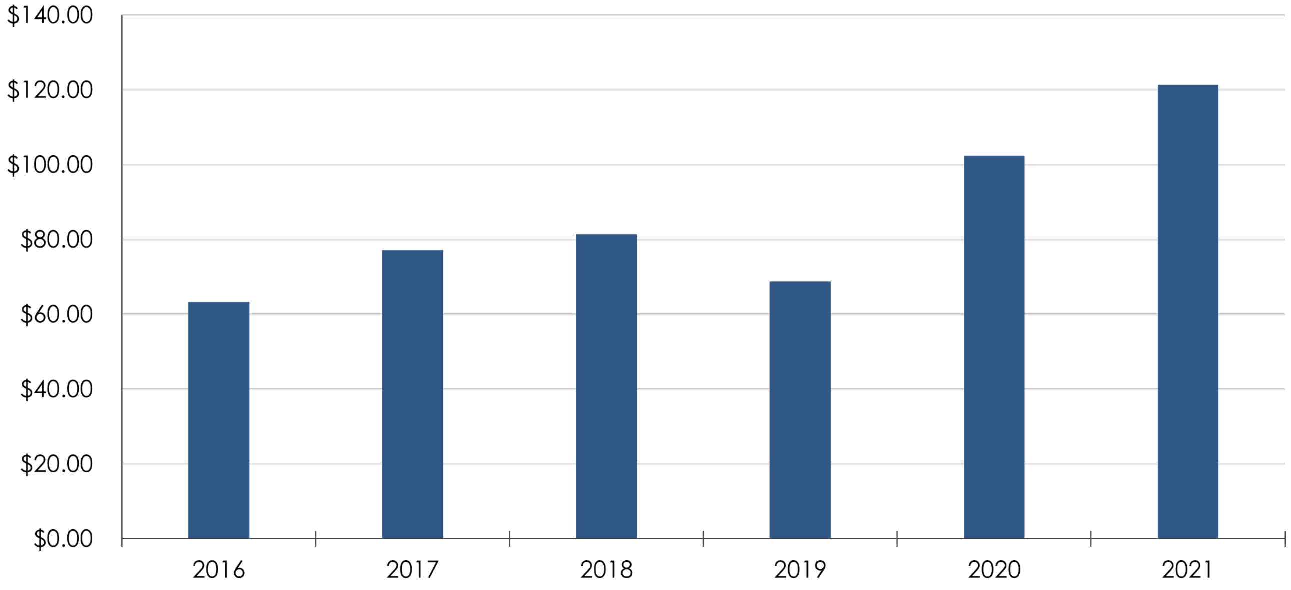
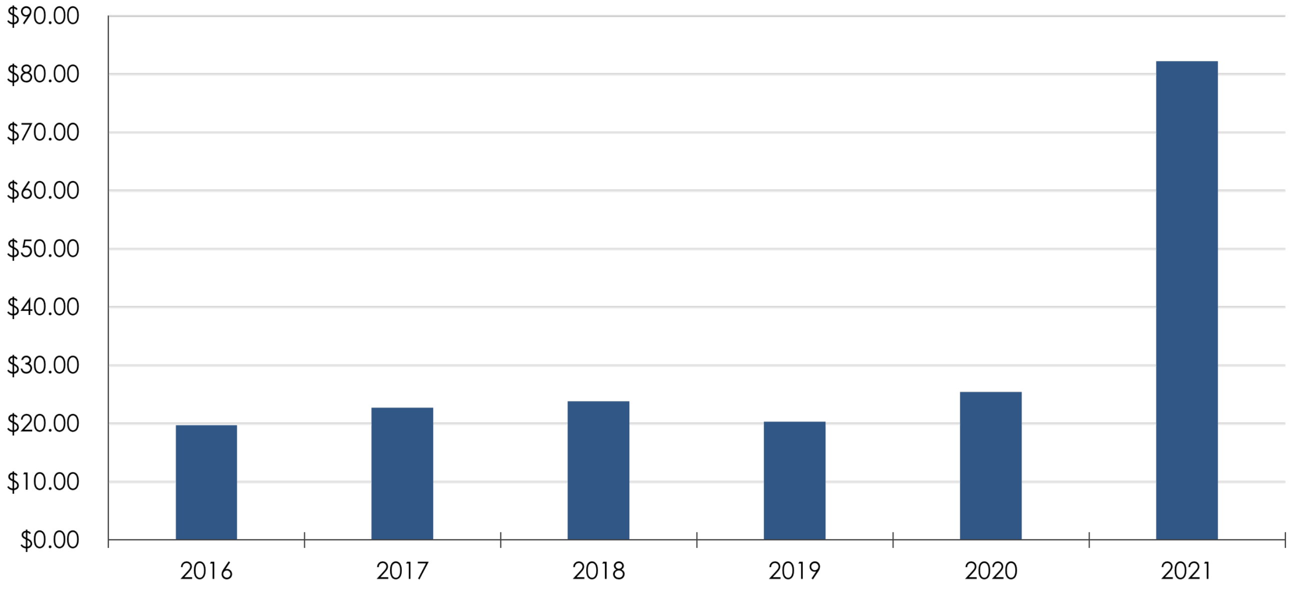


Figure A.7 ARTS Operating Expenses per Vehicle Revenue Hour (2016–2021)



Operating expenses per unlinked passenger trip are shown in Figure A.8. Per passenger operating expenses rose each year, with the exception of 2019. From a low of under $20.00 in 2016, operating expenses rose to over $25.00 in 2020. With the drop in ridership through 2021, per passenger operating expenses rose to over $80.00.

Figure A.8 ARTS Operating Expenses per Unlinked Passenger Trip (2016–2021)



Organizational Management Structure

Management of ARTS is comprised of:

- Executive Director
- Deputy Director (Finance and Operations)
- Operations Supervisor (Oversight of daily operations, drivers, and customer support)

Asset Management

Transit asset management of ARTS is conducted through the Maine Tier II Transit Asset Management Plan for rural transit agencies. In 2020, the ARTS fleet consisted of:

- 23 revenue vehicles.
- 1 service vehicles.

The ARTS fleet utilized for maximum service consisted of:

- 23 demand response vehicles.

Technology Capabilities

ARTS utilizes the following software in their operations:

- **Scheduling Software:** Easy Rides

ARTS has plans for additional technology improvements and enhancements:

- **Scheduling Software:** ARTS is upgrading to TripMaster, a partner of ModivCare. This upgrade will allow for instant scheduling, vehicle tracking, and invoicing.
- **Fare Payment System:** ARTS is currently looking at fare payment systems but does not have immediate plans for implementation.
- **Asset Management Software:** To be updated in late 2022.
- **GTFS:** To be implemented in a later year.
- **Electric Buses:** ARTS is interested in a pilot project to see how electric buses perform in the winter months.

A.2 Bangor Community Connector

The City of Bangor operates urban fixed-route transit service known as the Bangor Community Connector. Figures for 2016 and 2017 do not account for ADA paratransit ridership, as this component of the service was managed by a separate operator.

Service Description and Fares

The Bangor Community Connector consists of ten fixed routes, and corresponding paratransit service, operating in and around Bangor, and originating from the Bangor Transportation Center, which also functions as a transfer point for intercity bus service to points north, south, and east. Services are generally operated on 60-minute headways between the hours of 6:15 AM and 7:05 PM, depending on the specific route. Most routes operate from Monday through Saturday, while select routes operate from Monday through Friday.

Fare information is shown in Table A.1 below:

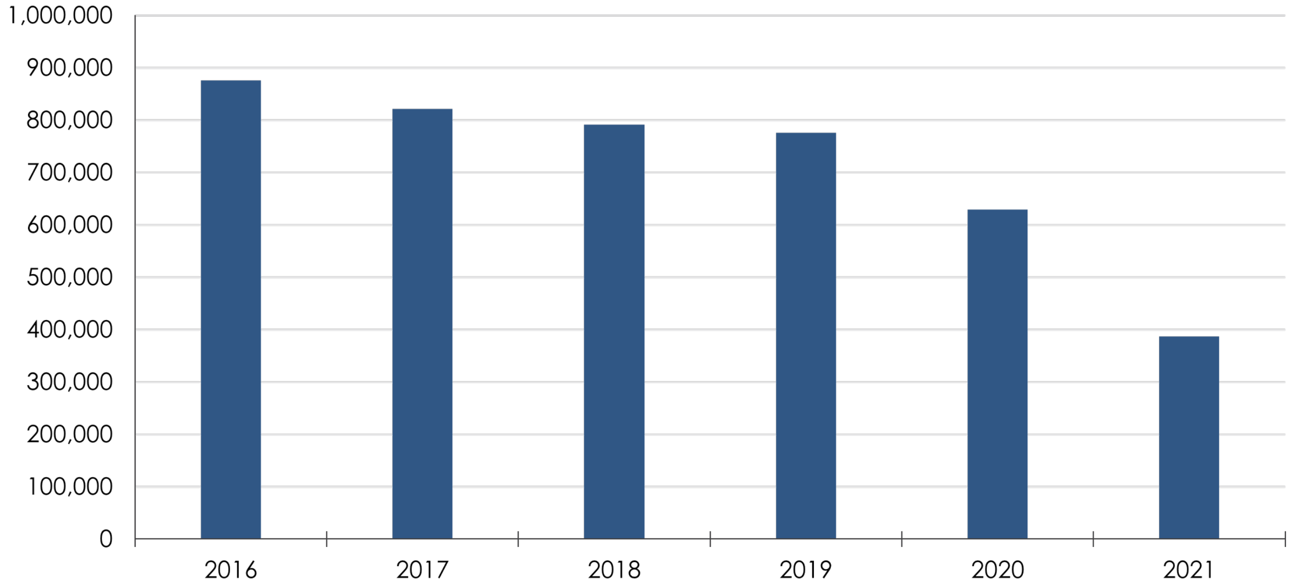
Table A.1 Fare Information

General (Peak Season)	
General Public	$1.50
Half Fare	$0.75
Student (High School and Younger)	$0.75
Children (0—5)	Free
Paratransit	
One Way	$3.00
Passes	
Monthly Pass	$45.00
Monthly Student Pass	$25.00
5 Trip	$6.00
College Pass (University of Maine, Eastern Maine Community College, Beal College, Husson College, University of Maine at Augusta—Bangor Campus)	Free

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.9. Between 2016 and 2019, ridership steadily decreased from approximately 875,000 trips to approximately 775,000 trips. With the COVID-19 pandemic, ridership dropped to 630,000 trips in 2020, and to under 400,000 in 2021.

Figure A.9 Bangor Community Connector Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.10 and Figure A.11. Revenue miles increased from around 600,000 in 2016 and 2017, to just under 700,000 in 2020, and vehicle hours increased from around 46,000 in 2016 and 2017 to 53,000 in 2020.

Figure A.10 Bangor Community Connector Vehicle Revenue Miles (2016–2021)

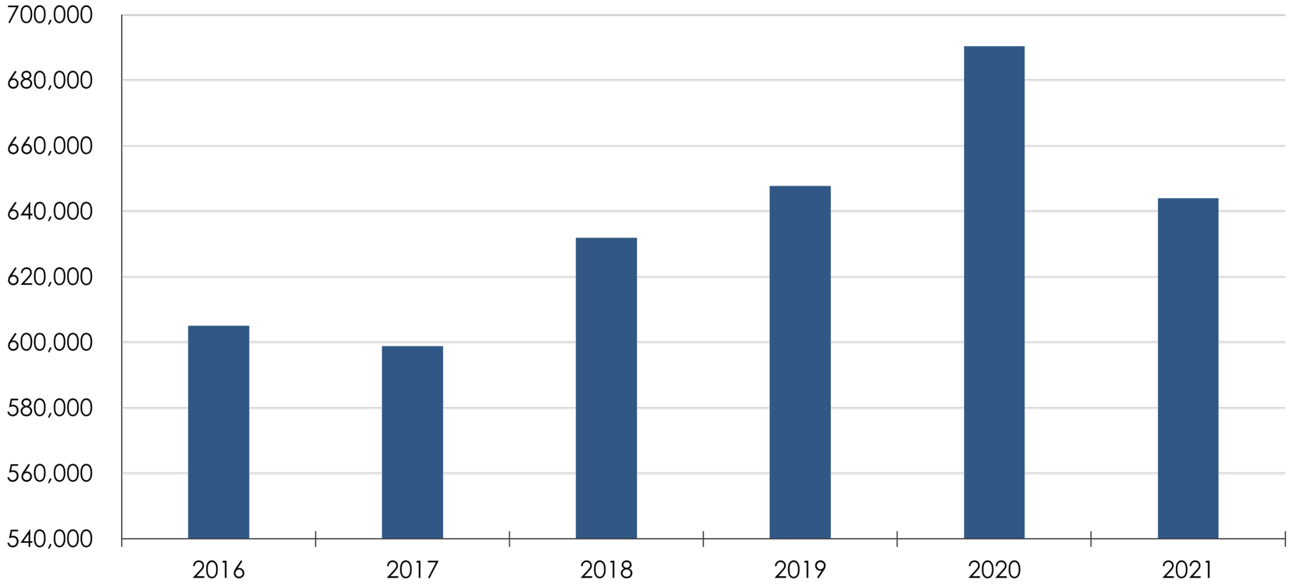
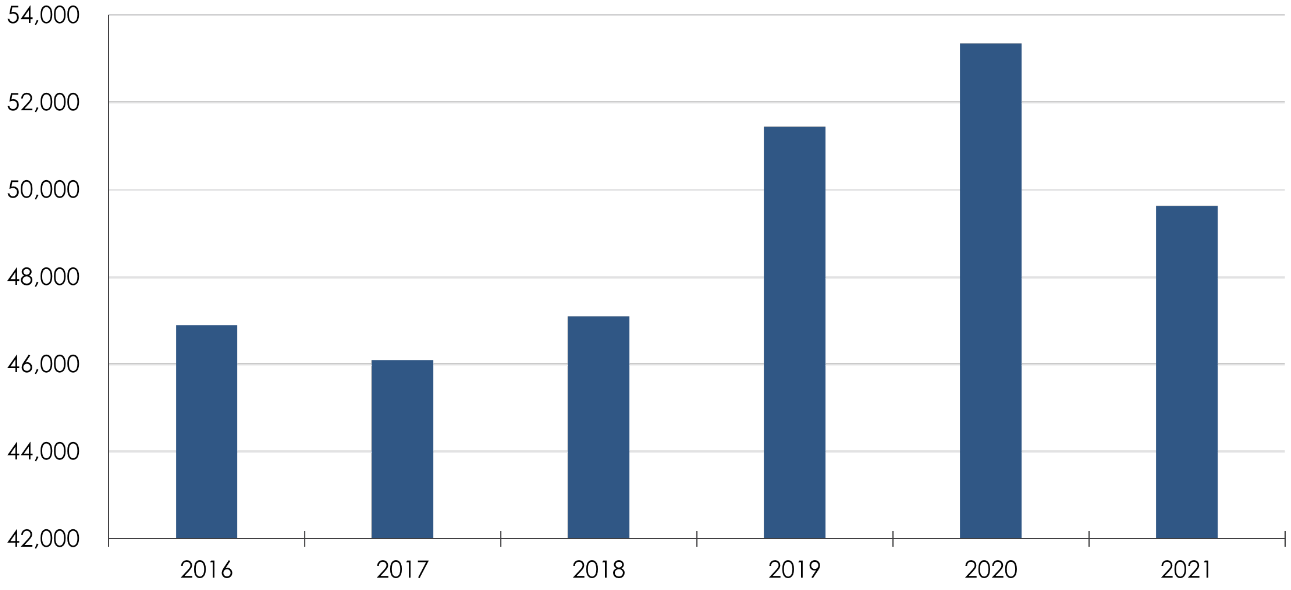


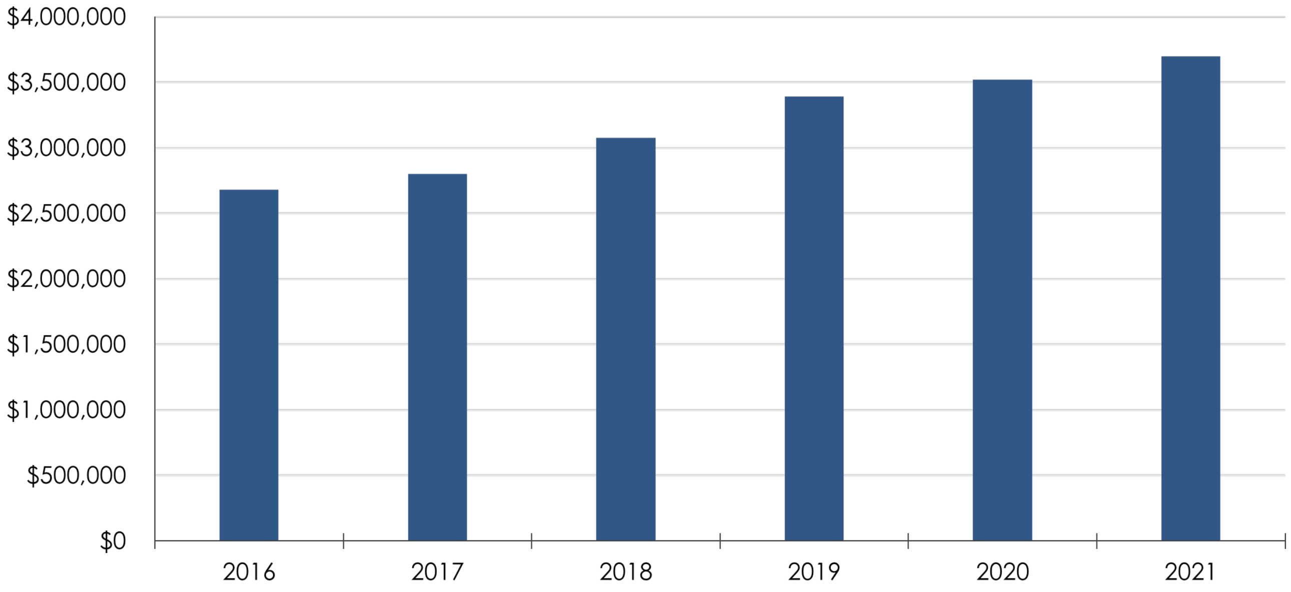
Figure A.11 **Bangor Community Connector Vehicle Revenue Hours (2016–2021)**



Budget Metrics

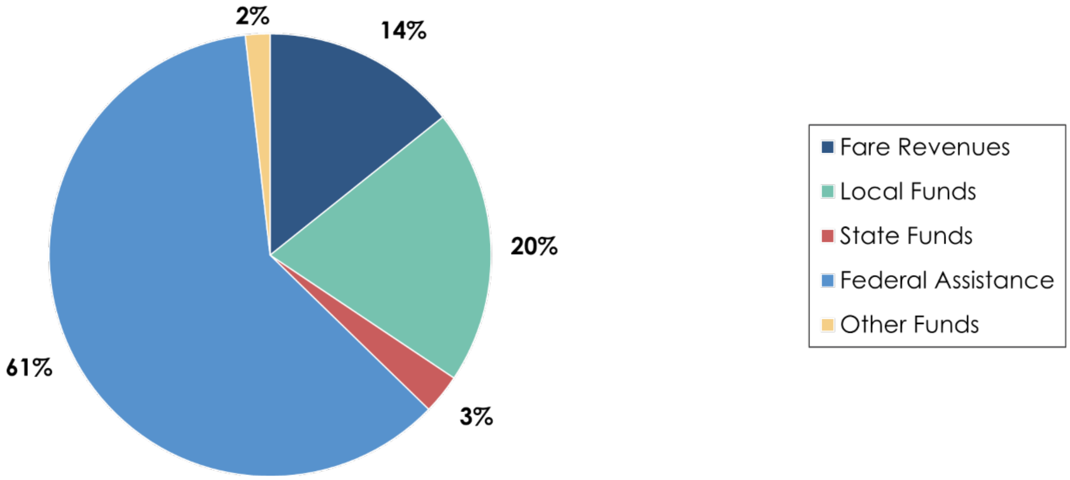
Annual operating expenses for 2016 through 2021 are shown in Figure A.12. From a low of just over $2.5 million in 2016, operating expenses rose to over $3.5 million in 2020, with increases each year.

Figure A.12 **Bangor Community Connector Operating Expenses (2016–2021)**



The breakdown of operating expense funding sources for 2020 is shown in Figure A.13. In 2020, Federal assistance accounted for 61 percent of operating expense funding, farebox revenue for 14 percent, and local funds for most of the remainder.

Figure A.13 Bangor Community Connector Operating Funding Sources (2020)



Service efficiency metrics are shown in Figure A.14 and Figure A.15. Vehicle revenue mile operating expenses rose between 2016 and 2019 from $4.40 to just over $5.20, before dropping in 2020. Vehicle revenue hour operating expenses also rose between 2016 and 2019, while holding steady in 2020 at $66.00. Both figures reached new highs of just under $6.00 and $74.00, respectively, in 2021.

Figure A.14 Bangor Community Connector Operating Expenses per Vehicle Revenue Mile (2016–2021)

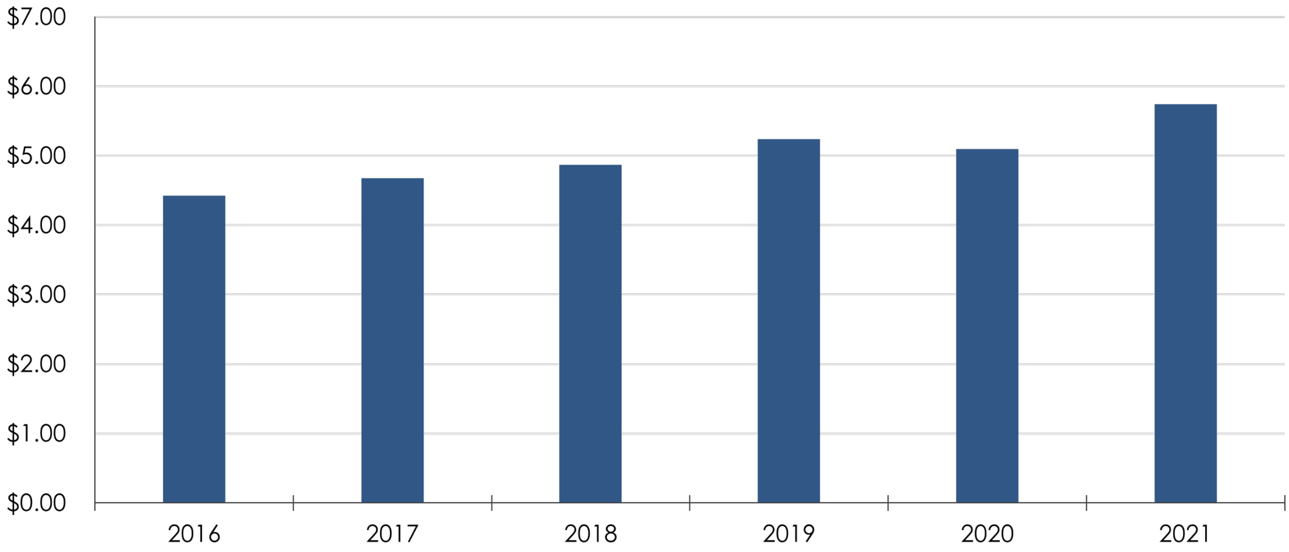
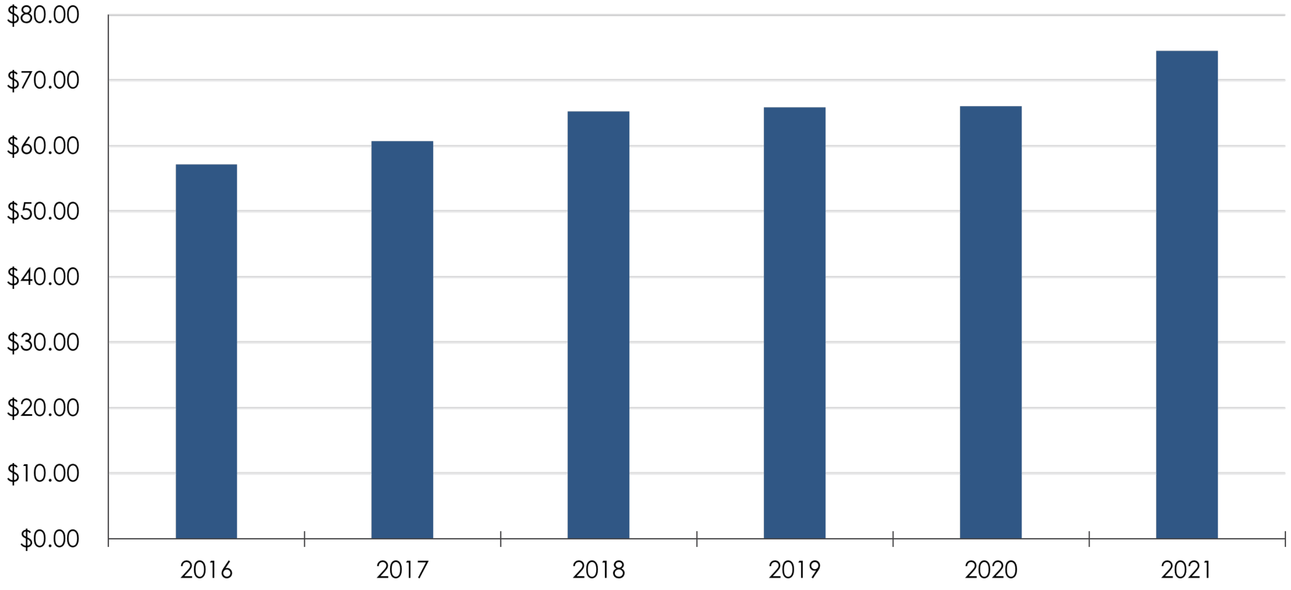
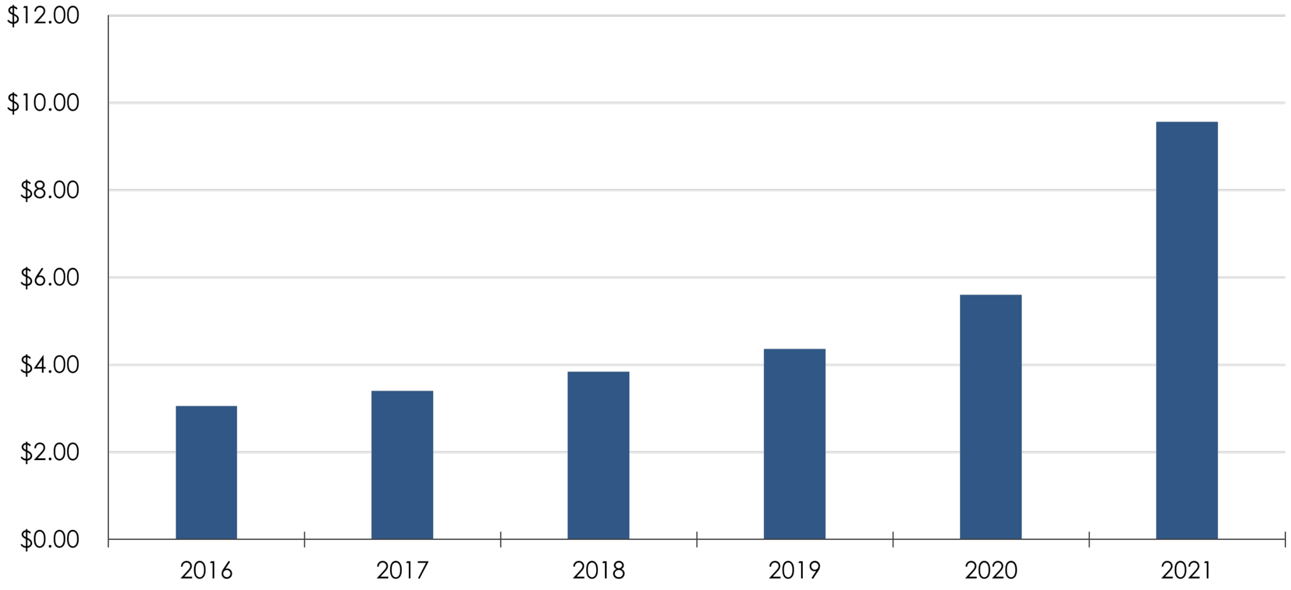


Figure A.15 **Bangor Community Connector Operating Expenses per Vehicle Revenue Hour (2016–2021)**



Operating expenses per unlinked passenger trip are shown in Figure A.16. Per passenger operating expenses rose each year, from $3.00 in 2016 to approximately $5.50 in 2020. Per passenger operating expenses rose to over $9.00 in 2021.

Figure A.16 **Bangor Community Connector Operating Expenses per Unlinked Passenger Trip (2016–2021)**



Organizational Management Structure

Operations are conducted as a department of the City of Bangor, which is the direct recipient of Federal funding.

Asset Management

Transit asset management is conducted through the City of Bangor Community Connector Tier II Transit Asset Management Plan. In 2020, the Bangor Community Connector fleet consisted of:

- 31 revenue vehicles.

The Bangor Community Connector fleet utilized for maximum service consisted of:

- 5 demand response paratransit vehicles.
- 14 scheduled service vehicles.

Technology Capabilities

The Bangor Community Connector utilizes the following software in their operations:

- **Scheduling Software:** Unspecified provider.

There are additional plans for implementation of the following components in 2022:

- **Fare Payment System.**
- **Asset Management Software.**
- **Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL).**
- **GTFS.**
- **Electric Buses.**

A.3 Bath City Bus Service

Bath City Bus Service is a flexible demand response service operating in Bath.

Service Description and Fares

Bath City Bus Service consists of two flexible scheduled routes serving the north and south sides of Bath. While the routes follow a fixed schedule, passengers can call the dispatch to request a pickup or drop-off anywhere within Bath. Service operates on 60-minute headways from 8:00 AM to 5:30 PM, originating from and terminating at Bath City Hall.

In addition to the scheduled flexible service, transit service is available to the Mid Coast Hospital in Brunswick and Bath Iron Works. Service to the hospital is operated twice daily on weekdays and must be reserved 24 hours in advance. The Bath Iron Works Shuttle is a program for the facility's employees. A summer trolley service is also operated on weekends during the summer months.

Fare information is shown in Table A.2 below:

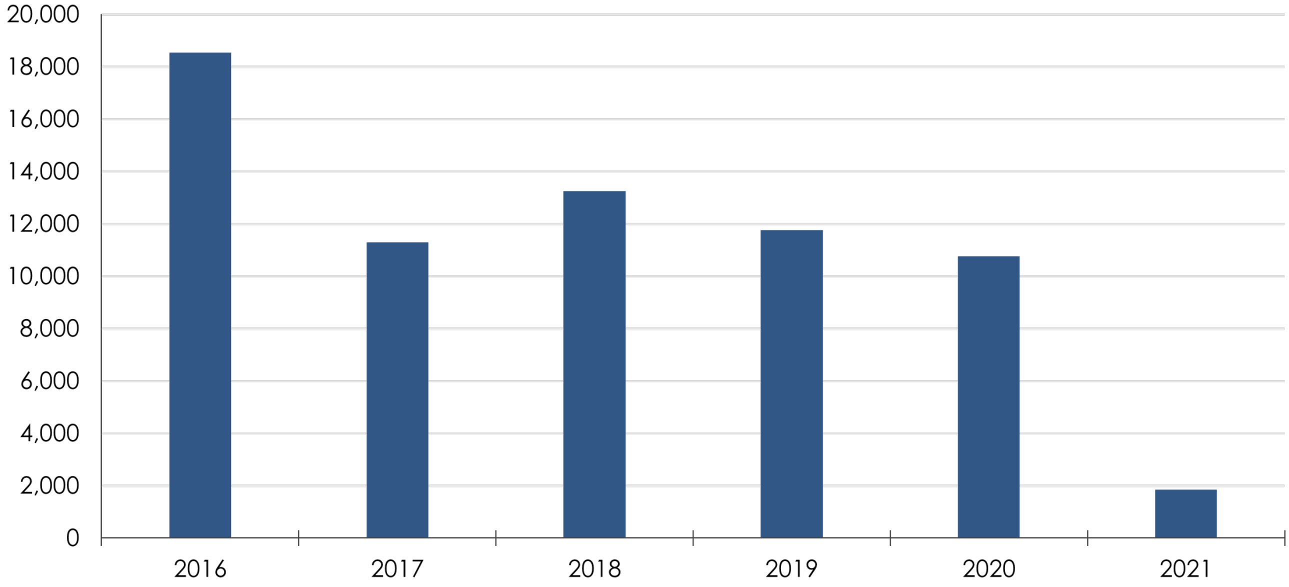
Table A.2 Fare Information

General	
General Fare	$1.00
Mid Coast Hospital Service	$2.00
Bath Iron Works Employee Shuttle	$1.00
Addition Passes	
Frequent Rider (12 Tickets)	$10.00

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.17. Ridership peaked in 2016 at just over 18,000, while dropping to a range of between 11,000 and 13,000 through 2020. In 2021, ridership dropped to under 2,000 due to reduced service and social distancing measures.

Figure A.17 Bath City Bus Service Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.18 and Figure A.19. From 2016 through 2019, revenue hours held steady between 38,000 and 40,000. Revenue hours also held steady at just over 3,000. These figures dropped to just under 13,000 miles and just over 1,100 hours through 2021.

Figure A.18 Bath City Bus Service Vehicle Revenue Miles (2016–2021)

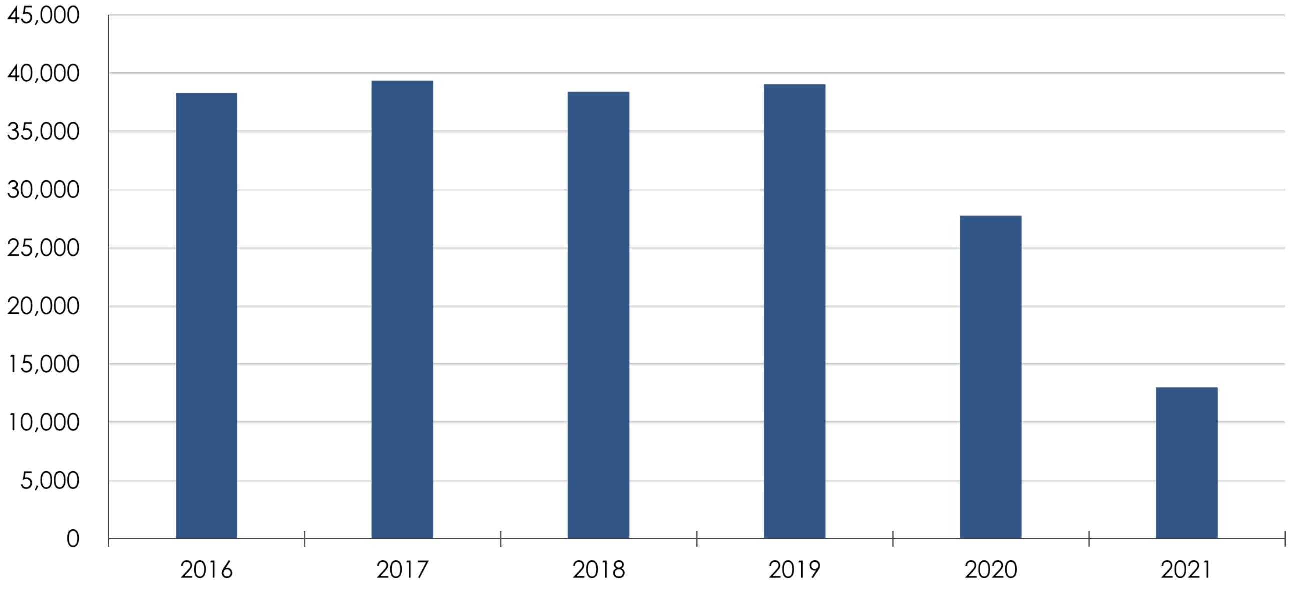
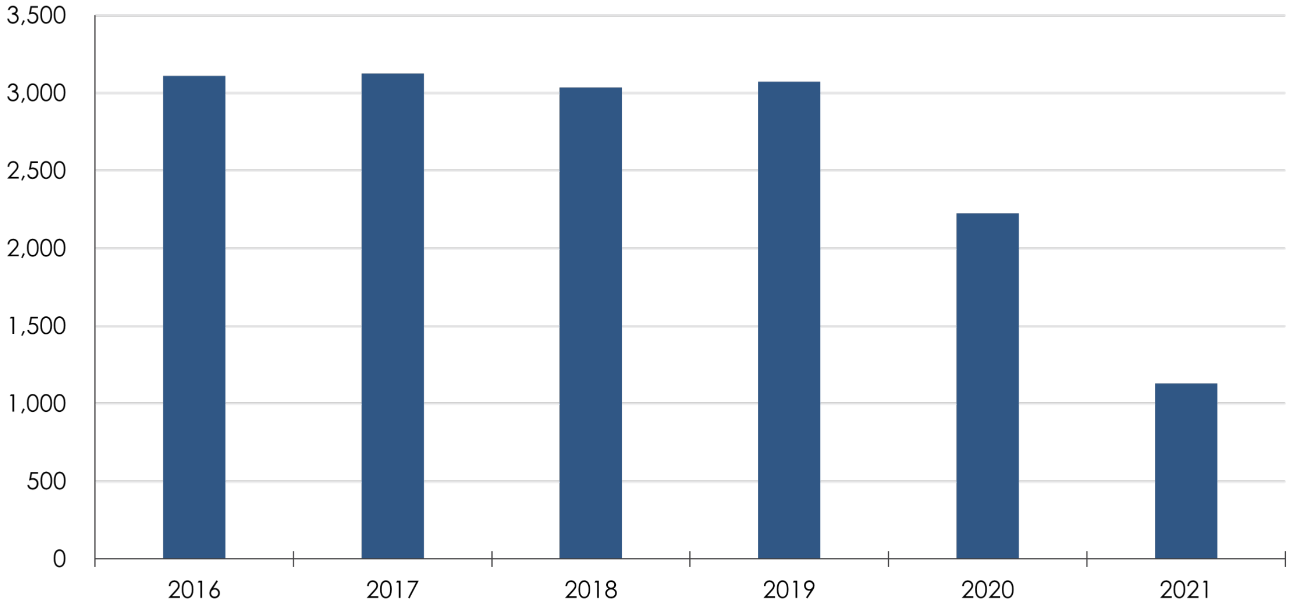


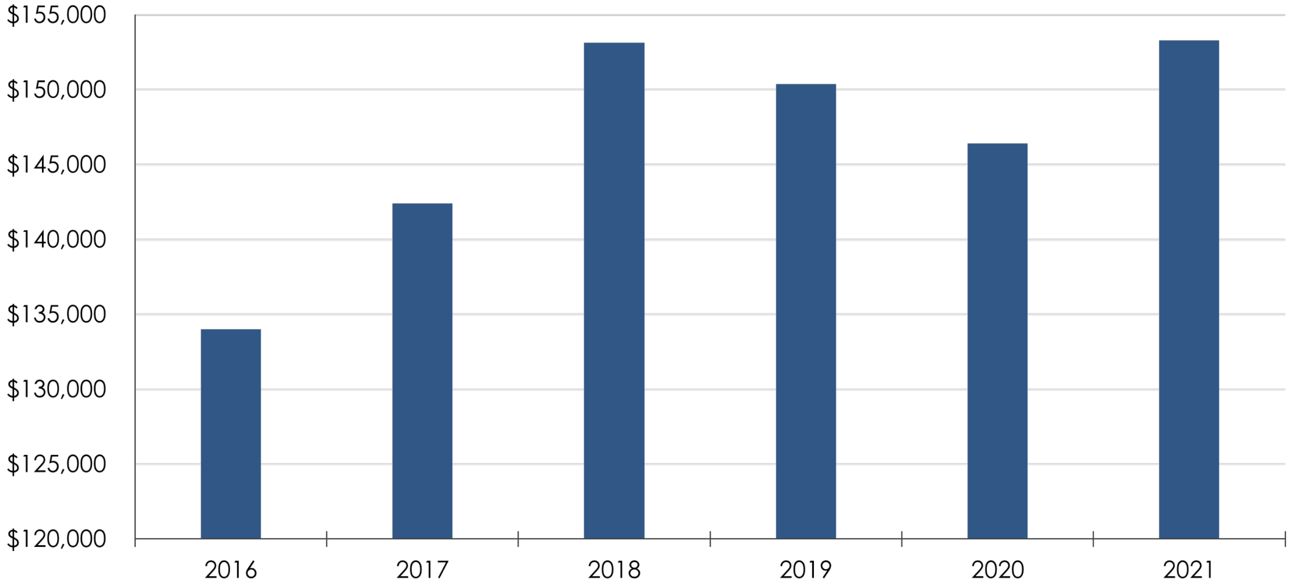
Figure A.19 Bath City Bus Vehicle Revenue Hours (2016–2021)



Budget Metrics

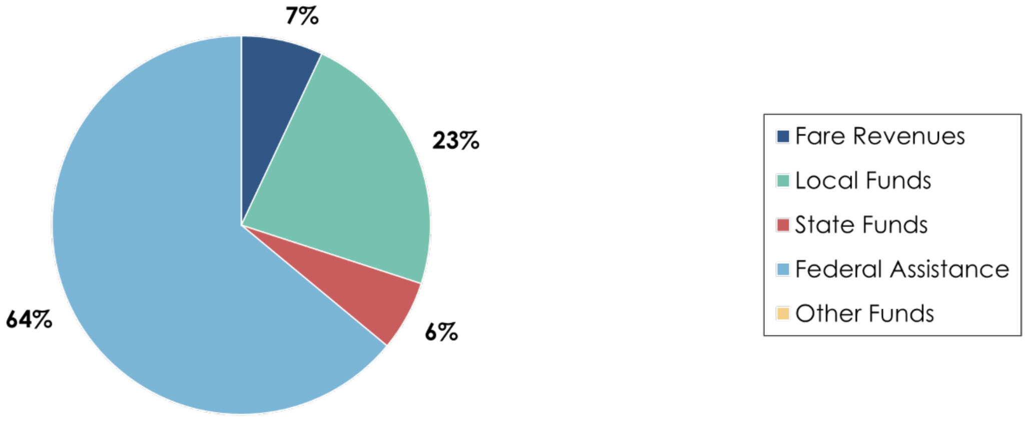
Annual operating expenses for 2016 through 2021 are shown in Figure A.20 below. Through 2018, operating expenses rose from under $135,000 to $153,000. These figures subsequently dropped through 2020 before rising again to $153,000 in 2021.

Figure A.20 Bath City Bus Service Operating Expenses (2016–2021)



The breakdown of operating expense funding sources for 2020 is shown in Figure A.21. In 2020, Federal assistance accounted for 64 percent of operating expense funding. Farebox revenue accounted for 7 percent of funding. Remaining funding was largely comprised of local funds (23 percent), while state funds accounted for the remaining 6 percent.

Figure A.21 Bath City Bus Service Operating Funding Sources (2020)



Service efficiency metrics are shown in Figure A.22 and Figure A.23. Both metrics followed similar patterns between 2016 and 2018 of up to $4.00 and $50.00, respectively. Following a drop in 2019, vehicle revenue mile operating expenses rose to nearly $12.00, while vehicle revenue hour operating expenses rose to over $135 through 2021.

Figure A.22 Bath City Bus Service Operating Expenses per Vehicle Revenue Mile (2016–2021)

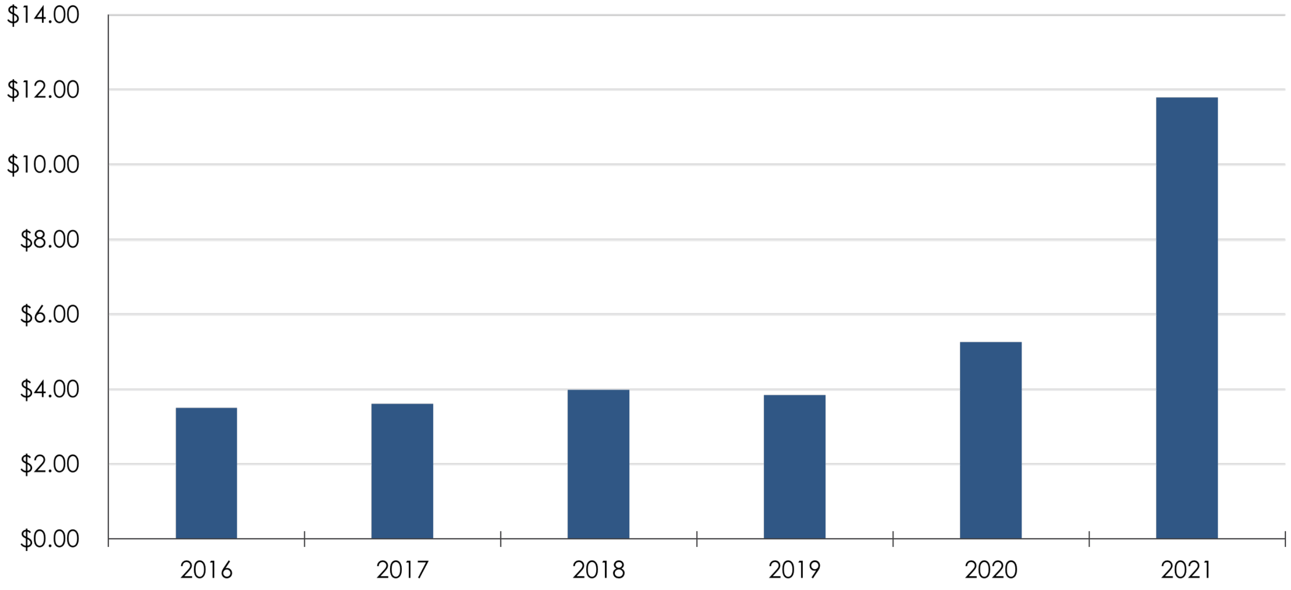
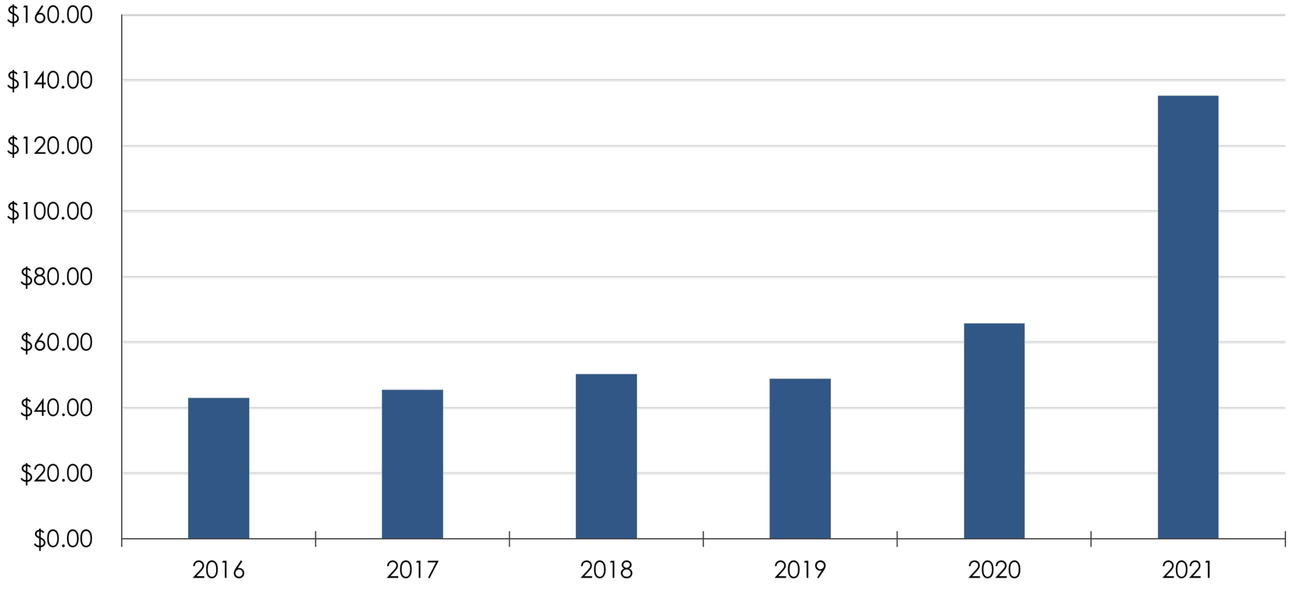
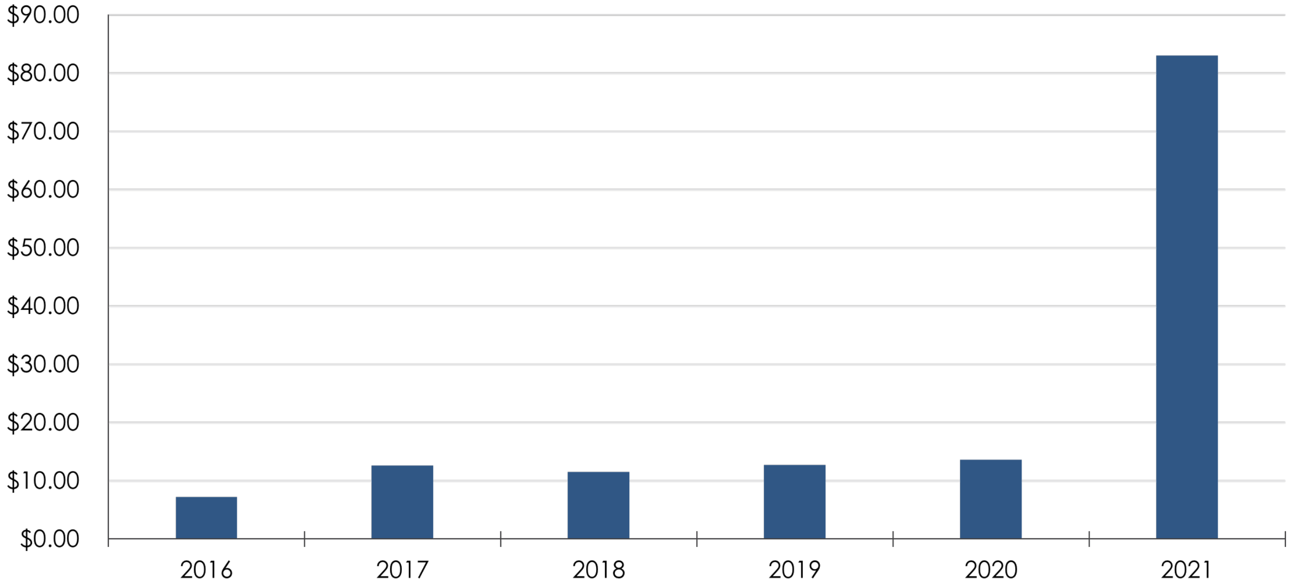


Figure A.23 Bath City Bus Service Operating Expenses per Vehicle Revenue Hour (2016–2021)



Operating expenses per unlinked passenger trip are shown in Figure A.24. Following 2016, per passenger operating expenses rose to approximately $12.00 and to over $13.50 in 2020. With the drop in ridership in 2021, per passenger operating expenses rose to over $80.00.

Figure A.24 Bath City Bus Service Operating Expenses per Unlinked Passenger Trip (2016–2021)



Organizational Management Structure

Management of Bath City Bus Service is comprised of:

- Facility/Operations Manager
- Deputy Finance Director

Asset Management

Transit asset management of Bath City Bus Service is conducted through the Maine Tier II Transit Asset Management Plan for rural transit agencies. In 2020, the Bath City Bus Service fleet consisted of:

- 3 revenue vehicles.

The Bath City Bus Service fleet utilized for maximum service consisted of:

- 2 buses.

A.4 Biddeford | Saco | Old Orchard Beach Transit

Biddeford | Saco | Old Orchard Beach Transit (BSOOB Transit) operates scheduled fixed route services between the towns of Biddeford, Saco, and Orchard Beach.

Service Description and Fares

BSOOB Transit consists of five scheduled service routes, and corresponding paratransit service, operating between Biddeford, Saco, and Old Orchard Beach. Select routes also operate to Scarborough and Portland. Services are generally operated on headways of 75 minutes or more, with the exception of Silver Line service between Saco and the University of New England Biddeford campus. Service is operated from Monday through Sunday, between 5:30 AM and 10:30 PM, with reduced hours of service on Sundays, depending on the specific route.

The Saco Transportation Center is the hub for all BSOOB Transit routes. This provides a transfer point for Northern New England Passenger Rail Authority (NNEPRA) rail service, YCCAC Southern Maine Connector transit service, and Greyhound intercity bus service. In Portland, transfers are available to Greater Portland Metro and South Portland Bus Service.

Fare information is shown in Table A.3:

Table A.3 Fare Information

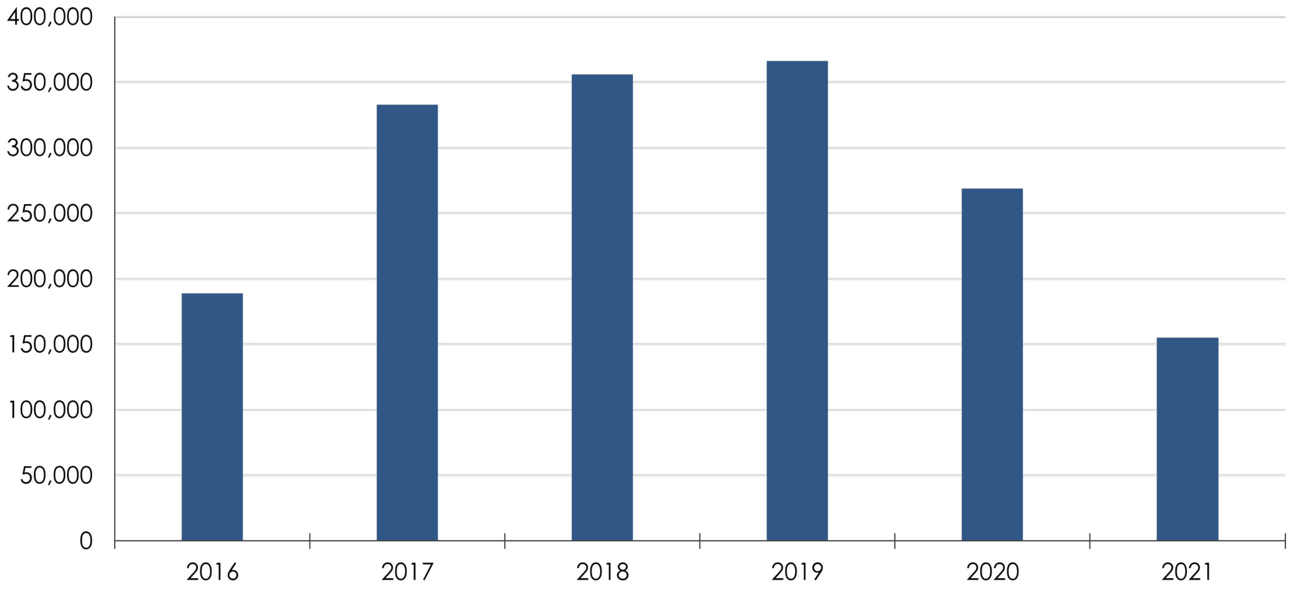
General	
General Public	$2.00—$5.00
Half Fare	$1.00—$2.50
Student (High School and Younger)	$1.00—$2.50
Children (0—5)	Free
Paratransit	
One Way	2x General Fare
Passes	
90 Minute Unlimited Pass	$2.00—$5.00
Monthly Pass	$60.00—$150.00

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.25. Ridership fluctuated across the six-year period. Following 2016, annual ridership was at approximately 350,000. In 2020 and

2021 with the onset of COVID-19, ridership dropped to 270,000 and 155,000 respectively, a decline of 57 percent from the 2019 peak.

Figure A.25 BSOOB Transit Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.26 and Figure A.27. Both metrics followed similar patterns of increases from 2016 through 2019, followed by a drop in 2020, and a rebound in 2021. In 2019, both metrics peaked at just under 650,000 revenue hours, and 51,000 revenue miles.

Figure A.26 **BSOOB Transit Vehicle Revenue Miles (2016–2021)**

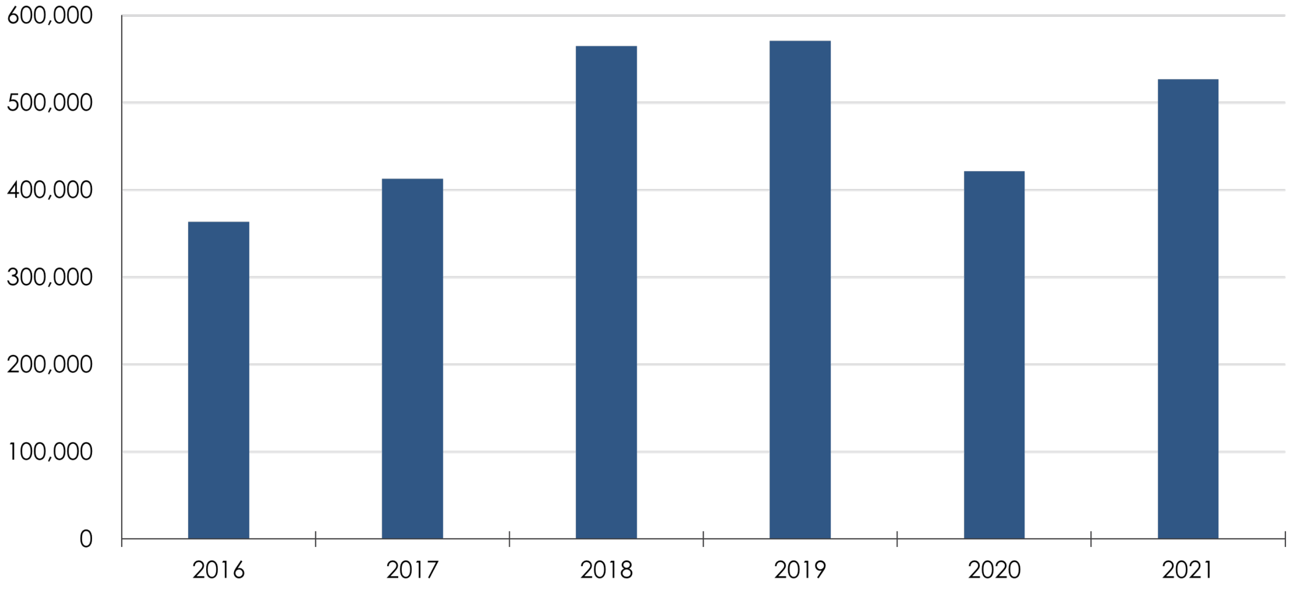
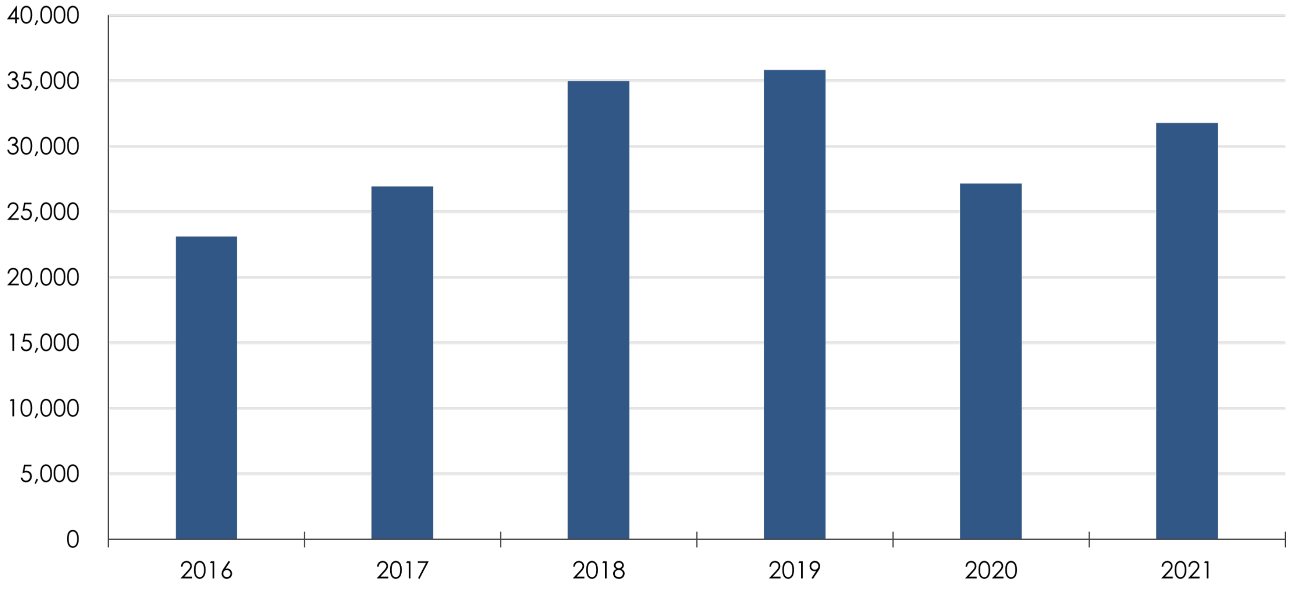


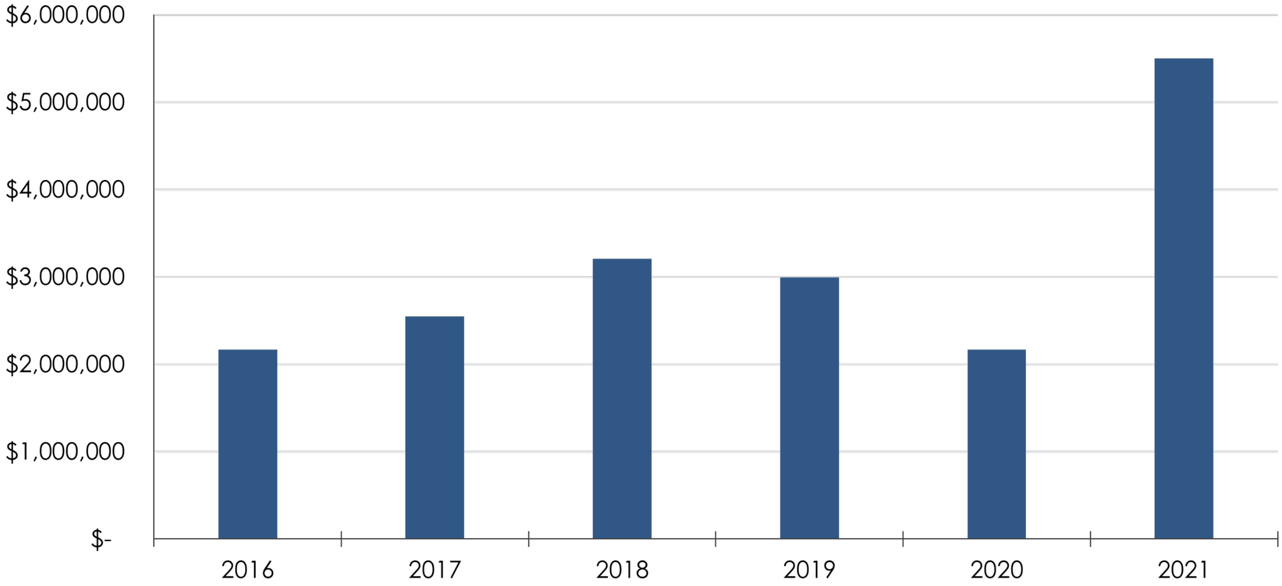
Figure A.27 **BSOOB Transit Vehicle Revenue Hours (2016–2021)**



Budget Metrics

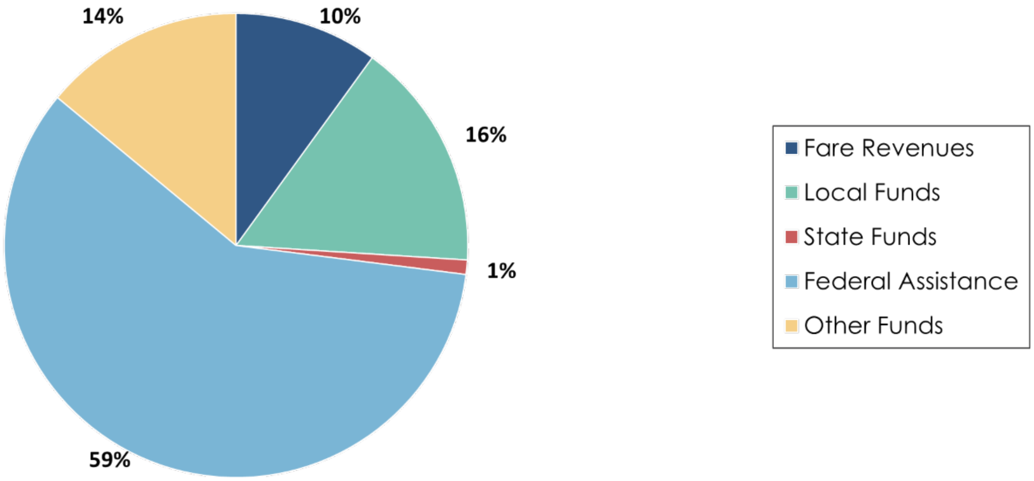
Annual operating expenses for 2016 through 2021 are shown in Figure A.28 below. Between 2016 and 2020, operating expenses fluctuated between approximately $2 million and $3 million. Operating expenses rose to $5.5 million in 202 based on estimated figures.

Figure A.28 BSOOB Transit Operating Expenses (2016–2021)



The breakdown of operating expense funding sources for 2020 is shown in Figure A.29. In 2020, Federal assistance accounted for 61 percent of operating expense funding. Farebox revenue accounted for 10 percent of funding. Remaining funding was largely comprised of local funds, which accounted for 16 percent of total funding.

Figure A.29 BSOOB Transit Operating Funding Sources (2020)



Service efficiency metrics are shown in Figure A.30 and Figure A.31. Vehicle revenue mile operating expenses dropped between 2016 and 2019, before rising to over $8.50 in 2020 and over $10.00 in 2021. Vehicle revenue hour operating expenses followed a similar pattern with a peak of almost $180 in 2021.

Figure A.30 BSOOB Transit Operating Expenses per Vehicle Revenue Mile (2016–2021)

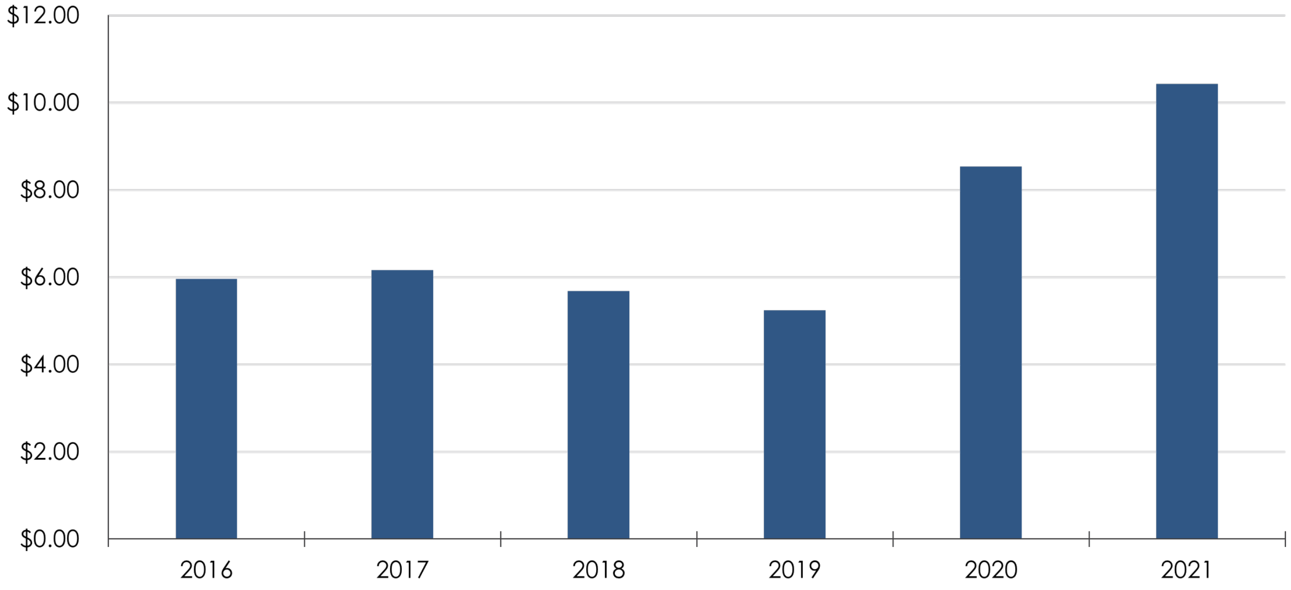
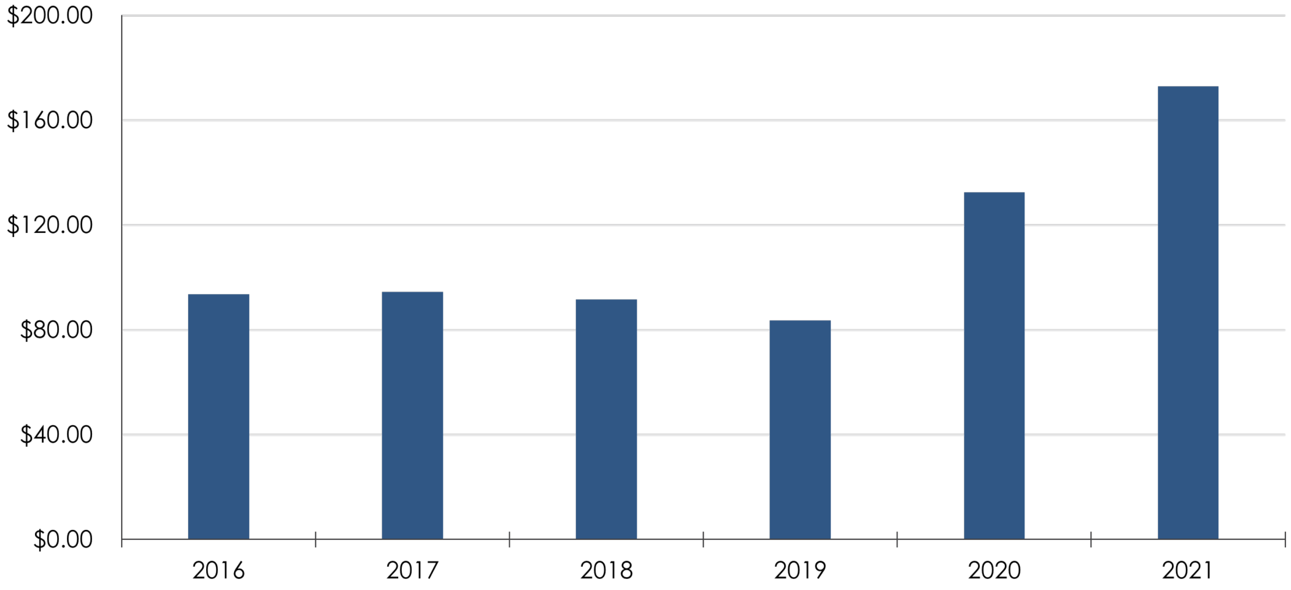
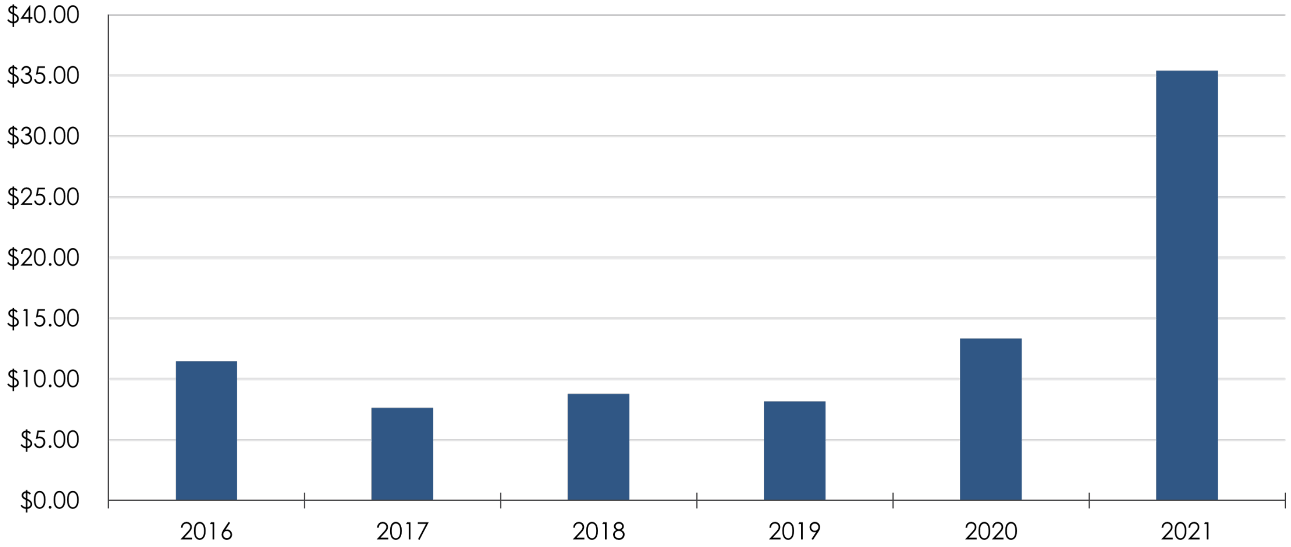


Figure A.31 BSOOB Transit Expenses per Vehicle Revenue Hour (2016–2021)



Operating expenses per unlinked passenger trip are shown in Figure A.32. Following 2016, per passenger operating expenses dropped to approximately $8.00, from approximately $11.50. In 2021, per passenger operating expenses increased to over $35.00.

Figure A.32 BSOOB Transit Operating Expenses per Unlinked Passenger Trip (2016–2021)



Organizational Management Structure

Management of BSOOB Transit is comprised of:

- Executive Director
- Deputy Director (Oversight of Vehicles)
- Director of Transportation (Oversight of Daily Operations)
- Finance Manager
- Human Resources Manager
- Mobility Manager

Asset Management

Transit asset management is conducted through the BSOOB Transit Comprehensive Asset Management Plan. In 2020, the BSOOB Transit fleet consisted of:

- 25 revenue vehicles.
- 5 service vehicles.

The BSOOB Transit fleet utilized for maximum service consisted of:

- 18 buses.

Technology Capabilities

BSOOB Transit utilizes the following software in their operations:

» **Scheduling Software:** Enghouse Software

» **Fare Payment System:** Cubic Umo

» **Asset Management Software:** Dossier

» **Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL):** Unite GPS for dispatch operations

» **GTFS:** Produced by Remix Software

» **Electric Buses:** 2 Proterra's were delivered in March 2022 for service beginning in Spring 2022

» **Other Technology:** Outstanding RFP for a HVAC UV ionization system for the fixed route fleet

A.5 Casco Bay Lines

Casco Bay Lines is a network of ferries providing year-round passenger, freight, postal and vehicle ferry service to the islands of Casco Bay from Portland.

Service Description and Fares

Casco Bay Lines consists of eight ferry routes operating from Portland to multiple inhabited islands in Casco Bay. These unbridged islands depend on ferry service for access to supermarkets, appointments, and other needs. Services are generally operated on approximately two-hour headways and generally between the hours of 5:00 AM and 10:00 PM.[29] Levels of service and schedules differ based on the time of year. Casco Bay Lines additionally operates multiple cruises for tourism purposes. Casco Bay Lines operates out of the Casco Bay Lines Ferry Terminal. This provides a transfer point for Greater Portland Metro bus service and access to additional transit services in Portland.

Select fare information for scheduled peak ferry services is shown in Table A.4. Fares vary based on the specific route and time of the year.

Table A.4 Fare Information

General	
Round Trip General Public	$7.70—$11.55
Half Fare	$3.85—$5.75
Children (0—5)	Free
Additional Passes/Tickets (Peak Season)	
Commuter Pass (5 Round Trip Tickets)	$23.95—$38.20
Bicycle Rates—Adult Round Trip	$6.50
Animal Rates—Adult Round Trip	$4.10
Annual Pass	$906.95—$1,376.65

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.33. From 2016 through 2019, ridership was approximately 1.1 million. With the onset of COVID-19 in 2020, ridership dropped by over 40 percent to around 600,000. Ridership rebounded to just under 900,000 in 2021.

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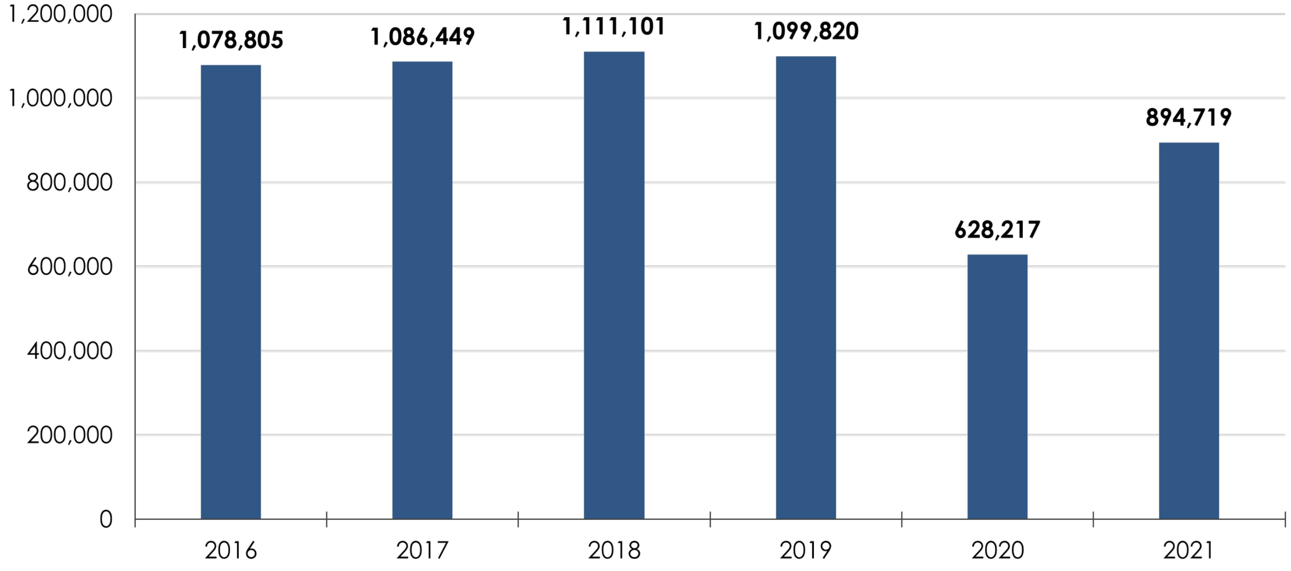
[29] Based on the Winter 2021-2022 schedule. Headways may vary during the spring and summer months.

Figure A.33 Casco Bay Lines Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.34 and Figure A.35. From 2016 through 2019, revenue miles were between 80,000 and 85,000, but dropped to just over 70,000 in 2020. Revenue miles rebounded to a high of approximately 90,000 in 2021. Revenue hours dropped from over 16,000 to under 14,000 in 2020, before also rising to a high of approximately 17,000 in 2021.

Figure A.34 Casco Bay Lines Vehicle Revenue Miles (2016–2021)

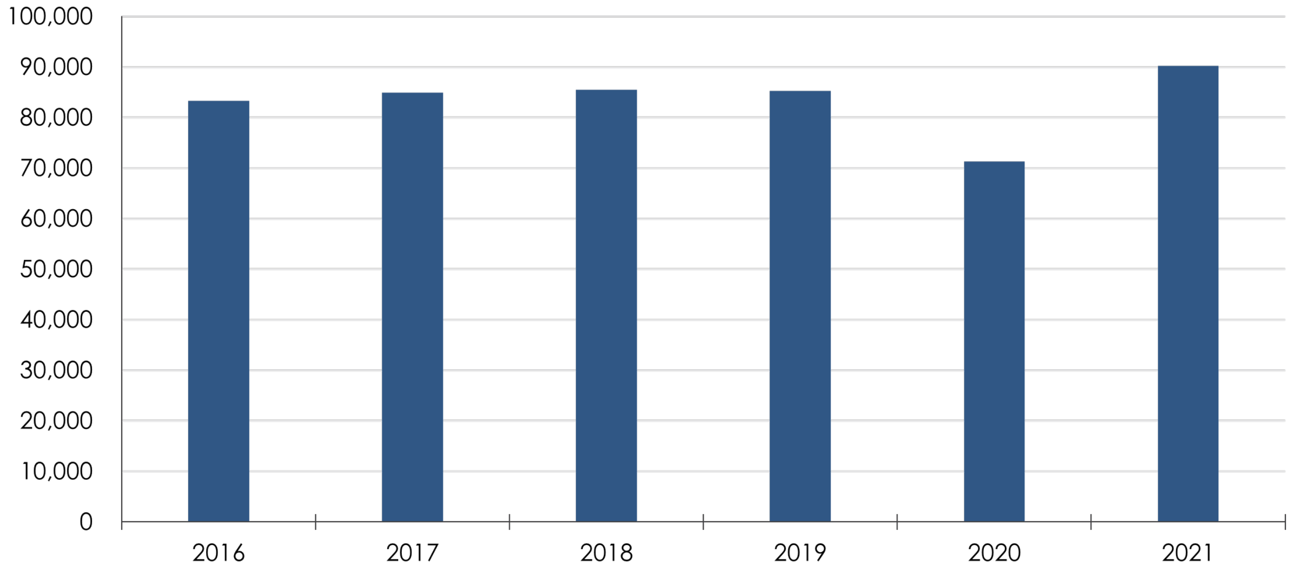
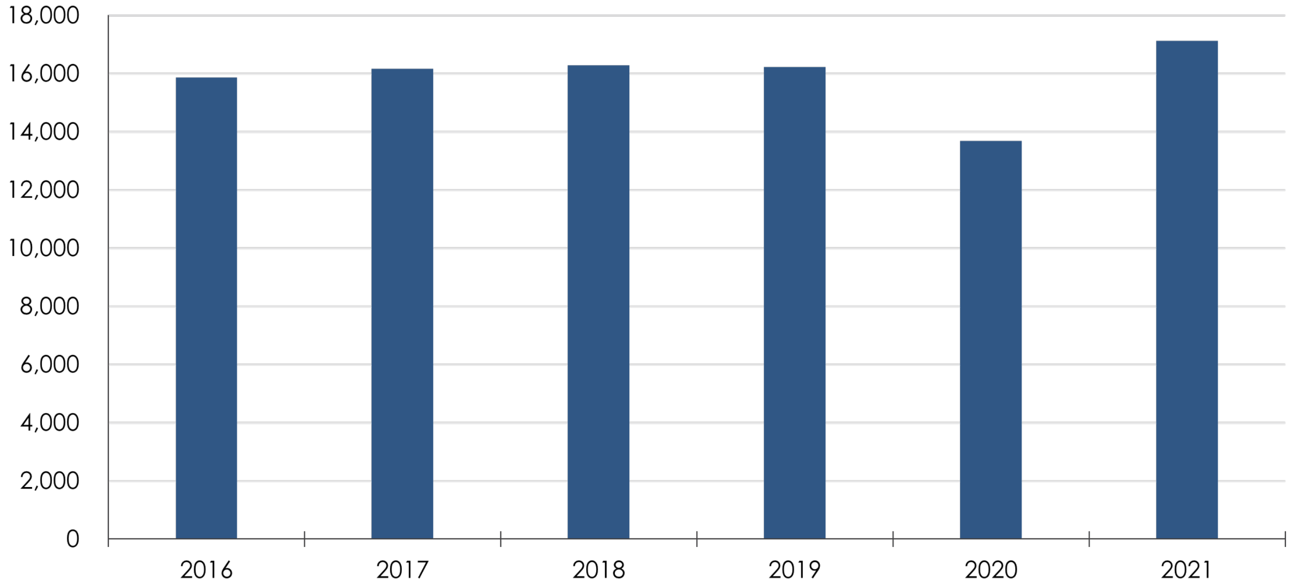


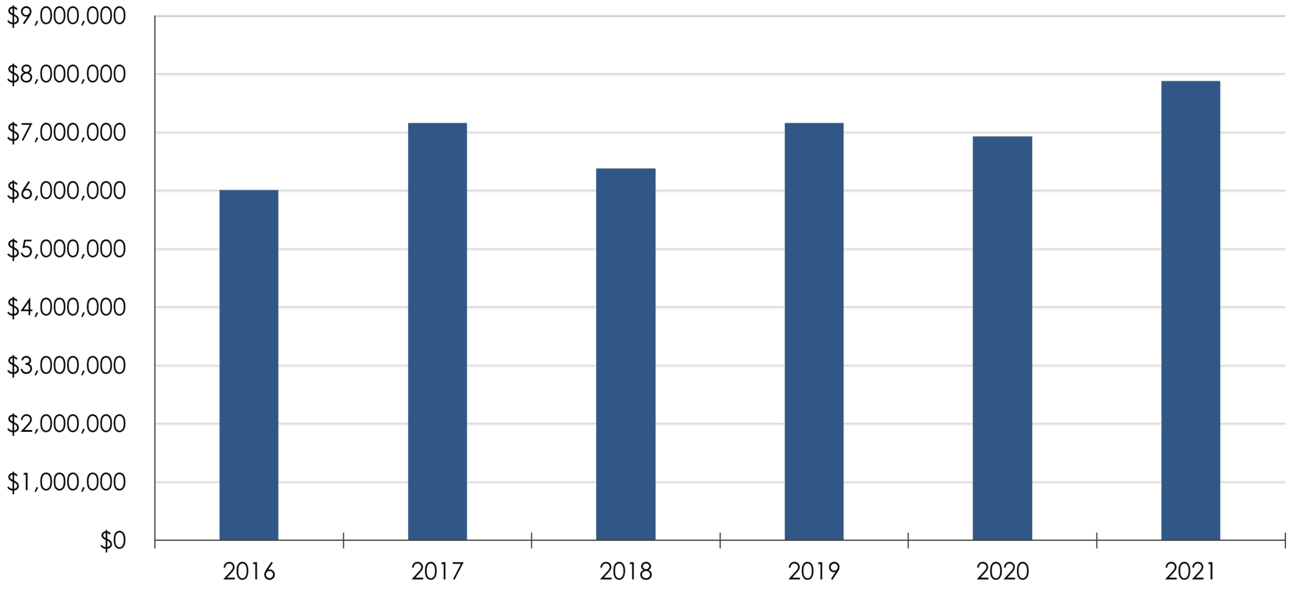
Figure A.35 Casco Bay Lines Vehicle Revenue Hours (2016–2021)



Budget Metrics

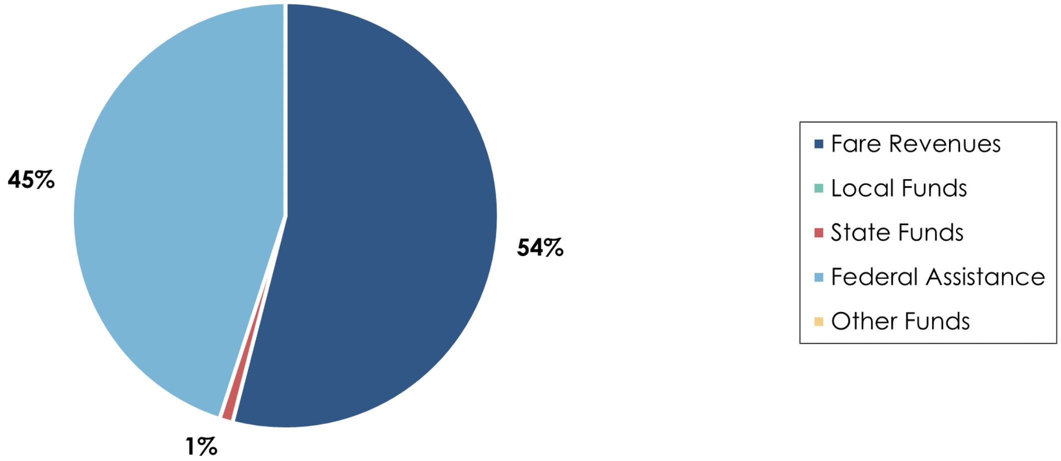
Annual operating expenses for 2016 through 2021 are shown in Figure A.36. Between 2016 and 2020, operating expenses fluctuated between around $6 million and $7 million. In 2021, operating expenses rose to a high of nearly $7.9 million.

Figure A.36 Casco Bay Lines Operating Expenses (2016–2021)



The breakdown of operating expense funding sources for 2020 is shown in Figure A.37. In 2020, funding sources were largely split between fare revenues (54 percent) and Federal funds (45 percent). Despite the high rate of farebox recovery, the rate of 54 percent represents a drop from 80 percent in 2018. Additionally, 2016 and 2017 also saw the availability of 'Other Funding' which no longer appears to be a source.

Figure A.37 Casco Bay Lines Operating Funding Sources (2020)



Service efficiency metrics are shown in Figure A.38 and Figure A.39. Vehicle revenue mile operating expenses were steady from 2016 through 2018, before rising in 2019 and 2020 to a high of nearly $100. Vehicle revenue hour operating expenses rose in 2019 and 2020 to a high of over $500. Both metrics dropped into 2021.

Figure A.38 Casco Bay Lines Operating Expenses per Vehicle Revenue Mile (2016–2021)

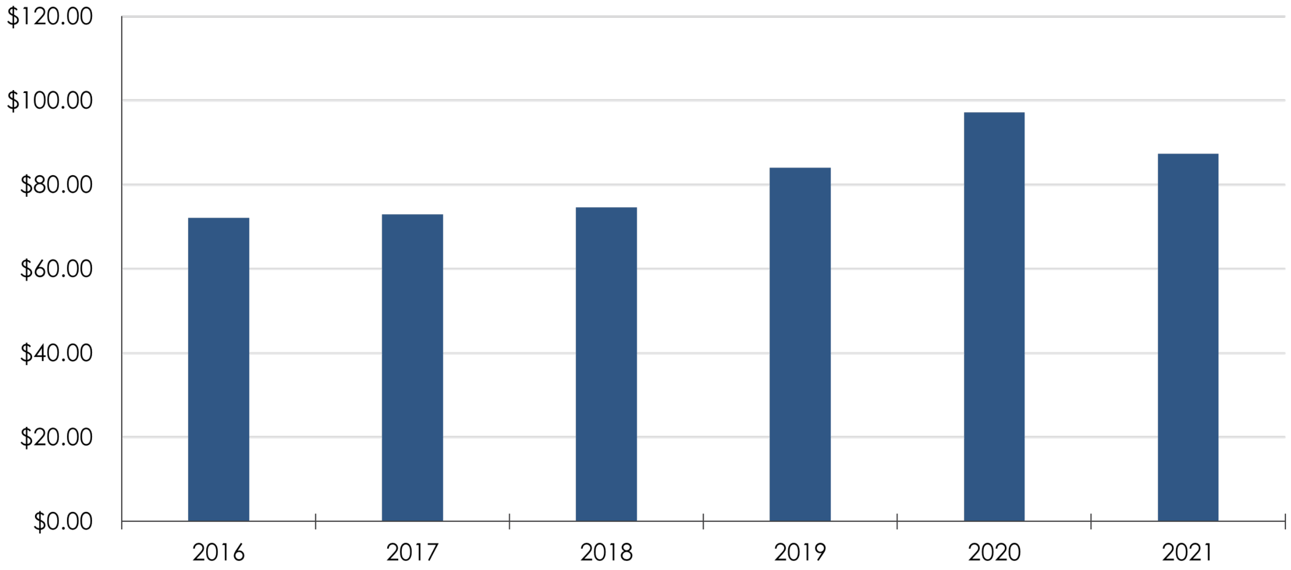
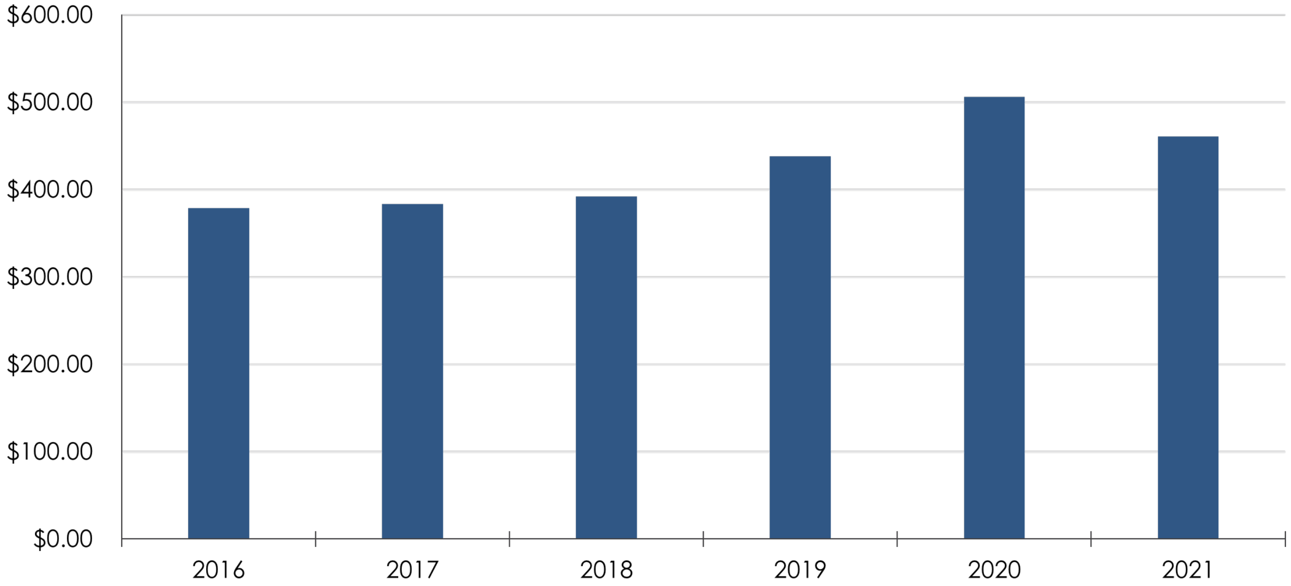
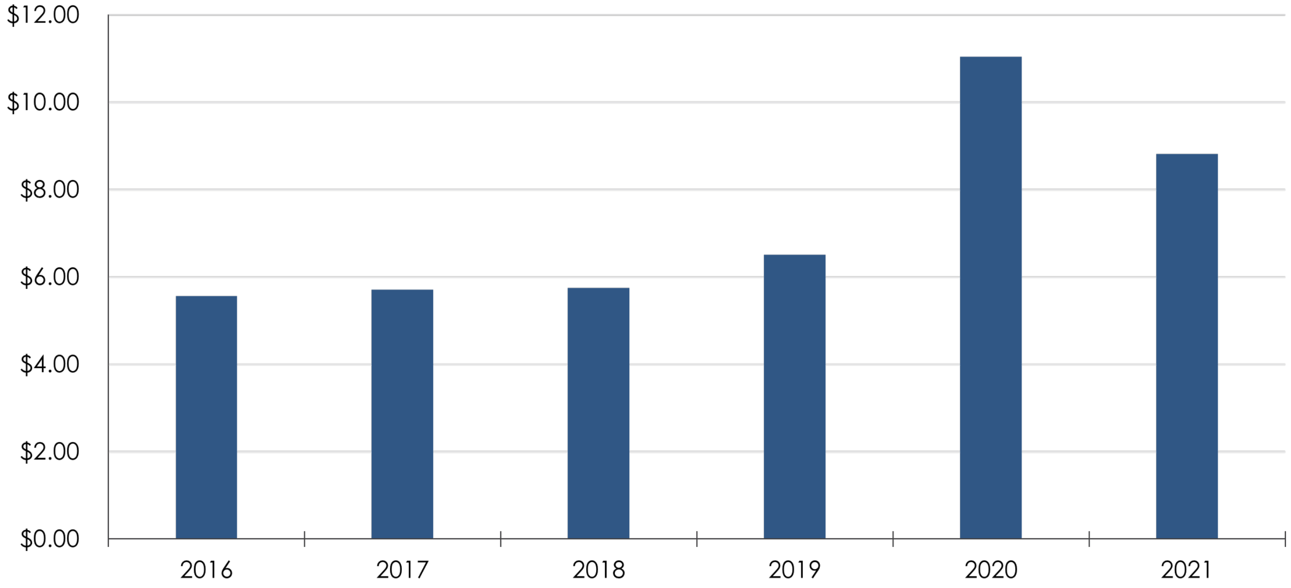


Figure A.39 Casco Bay Lines Operating Expenses per Vehicle Revenue Hour (2016–2021)



Operating expenses per unlinked passenger trip are shown in Figure A.40. From 2016 to 2019, per passenger operating expenses were at or under $6.00. In 2020, per passenger operating expenses rose to over $11.00, before dropping back to under $9.00 in 2021.

Figure A.40 Casco Bay Lines Operating Expenses per Unlinked Passenger Trip (2016–2021)



Organizational Management Structure

The Casco Bay Island Transit District (CBITD) Board is composed of 12 Directors—10 elected from the islands, one appointed by the City of Portland, and one appointed by the Commissioner of the Maine Department of Transportation.

Asset Management

Asset management is conducted through the CBITD Transit Asset Management Plan. In 2020, the Casco Bay Lines fleet utilized for maximum service consisted of:

- 5 ferryboats.
- 3 service vehicles.

The Casco Bay Lines fleet utilized for maximum service consisted of:

- 4 ferryboats.

A.6 COAST Bus

The Cooperative Alliance for Seacoast Transportation (COAST Bus) is the primary transit provider for the Portsmouth, NH Metropolitan Area. This includes coverage to portions of southern Maine.

Service Description and Fares

COAST Bus service consists of 13 fixed route services and corresponding paratransit service. Of these 13 routes, 3 provide service to Maine communities including Kittery, Berwick, and South Berwick. Providing service into either Dover or Portsmouth in New Hampshire, service is generally operated on 60-minute headways from 5:00 AM to 10:00 PM, depending on the specific route. Due to the ongoing driver shortage, service is only operated on weekdays, with impacts to some of the regularly operated routes.

Fare information is shown in Table A.5:

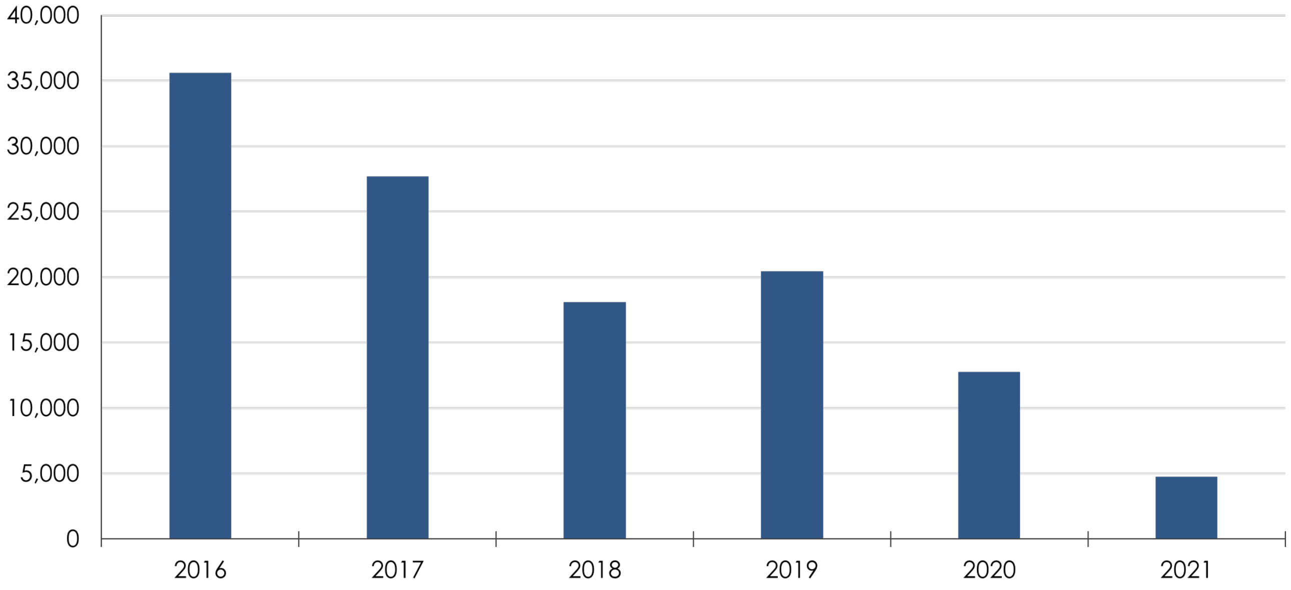
Table A.5 Fare Information

General	
Base Cash Fare	$1.50
Half Fare	$0.75
Paratransit	
One Way	$3.00

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.41. Ridership for COAST service operated in Maine peaked in 2016 at just over 35,000, before dropping in subsequent years due to changes in transit service into Maine, competition from other transit services, and the COVID-19 pandemic.

Figure A.41 COAST Maine Service Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.42 and Figure A.43. From 2016 through 2020, revenue miles and revenue hours dropped, before recovering to approximately 20,000 miles and 1,100 hours, respectively.

Figure A.42 COAST Maine Service Vehicle Revenue Miles (2016–2021)

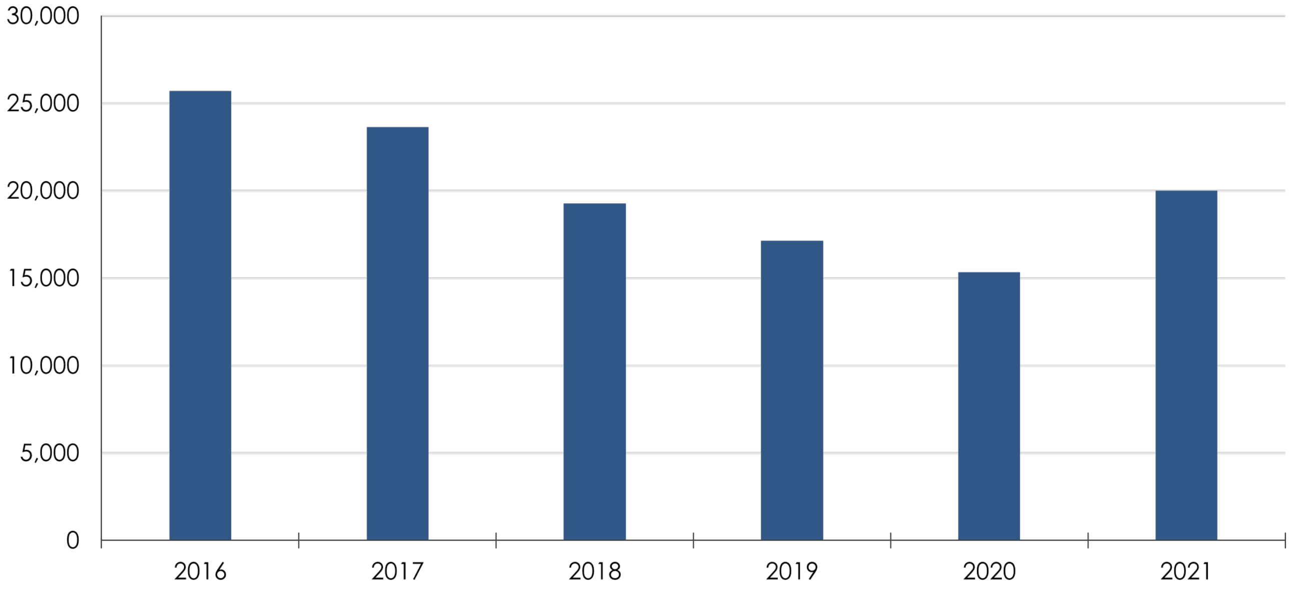
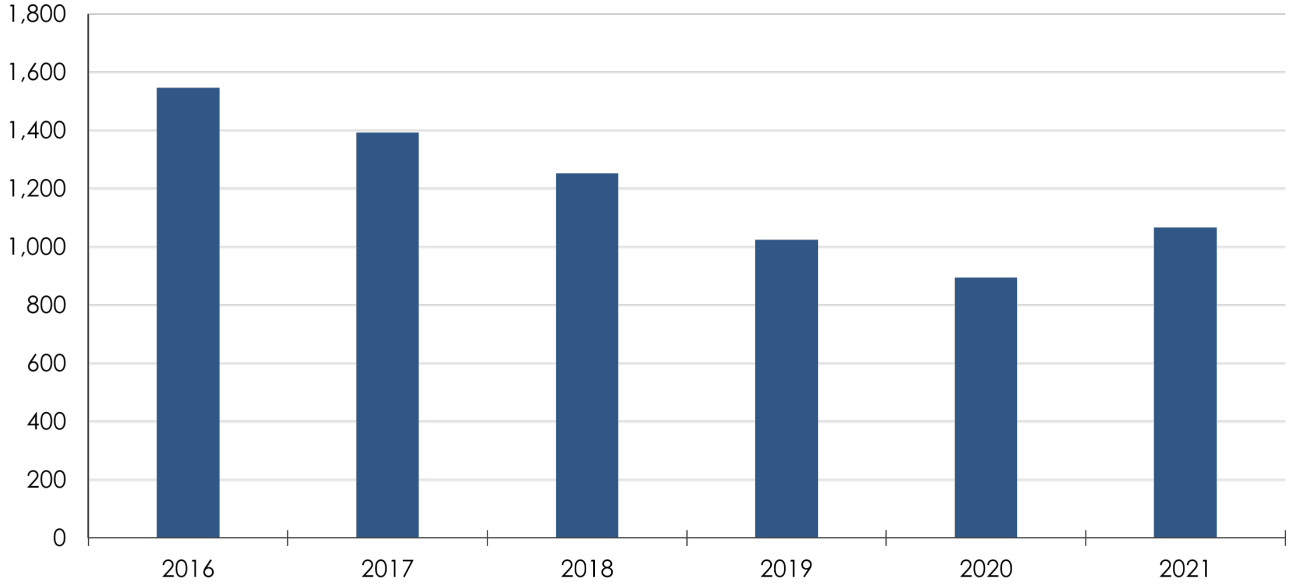


Figure A.43 COAST Maine Service Vehicle Revenue Hours (2016–2021)



A.7 Concord Coach Lines

Concord Coach Lines is a private intercity bus provider of service from Maine and New Hampshire to Boston and New York City.

Service Description and Fares

Concord Coach Lines consists of five routes, of which three serve Maine. These routes connect the inland regions of southern and Midcoast Maine with Boston, including Logan International Airport. An additional route operates between Portland and New York City. Services are generally operated on greater than 60-minute headways with the exception of service between Portland and New York City, which operates once per day per direction.

Concord Coach serves key cities including Portland, Bangor, Lewiston, and Augusta, as well as intermediate towns north of Portland.

In line with other intercity bus services, fares vary based on specific origins and destinations.

Budget Metrics

In 2020, operating expenses totaled $2,549, 835. These expenses were fully funded through Federal funds.

Technology Capabilities

Concord Coach Lines utilizes the following software in their operations:

- **Fare Payment System:** Transcor Data Services
- **Asset Management Software:** PMxper
- **Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL):** Saucon Technologies for electronic logging (H.O.S.), GPS/speed monitoring, and onboard cameras.
- **GTFS:** Integrated on Google Transit.

A.8 Cyr Bus Lines

Cyr Bus Lines is a private intercity bus provider with service between Bangor and points north along the Interstate 95 corridor.

Service Description and Fares

Cyr Bus Lines operates one daily run in each direction between Bangor and Caribou. Intermediate towns served include Howland, Medway, Houlton, and Presque Isle, with the entire trip taking just under four hours. Transfers are available at Bangor to Concord Coach Lines and Greyhound Bus Service to points south. Cyr Bus Lines additionally operates school bus and charter bus services.

In line with other intercity bus services, fares vary based on specific origins and destinations.

Ridership

In 2021, intercity ridership totaled 6,829 passengers. As a private carrier, additional ridership and performance measures were unavailable.

A.9 Downeast Community Partners

Downeast Community Partners (DCP) is a Regional Transportation Program serving Washington and Hancock Counties. This includes a variety of transportation services.

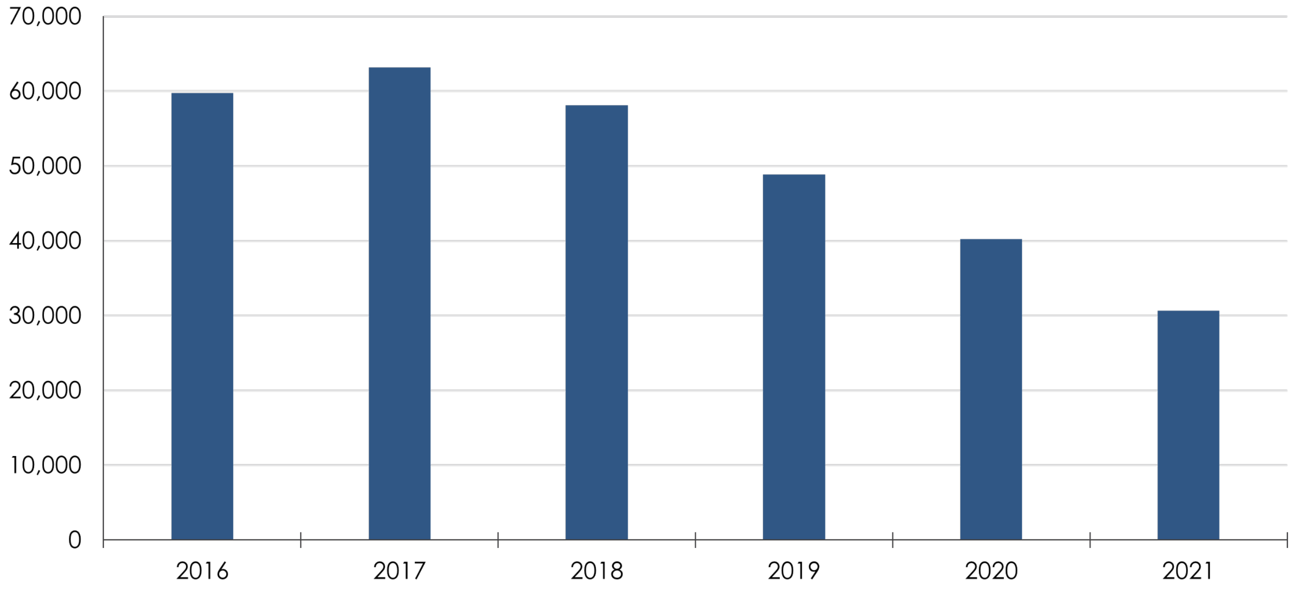
Service Description and Fares

DCP transportation services include flex services in and between Eastport, Calais, Princeton, Baileyville, Lubec, Machias, and Millbridge. Select routes are also operated for older adults at no cost. Eligibility-requirement services include Medicare-covered rides, and transportation for child protective visits, and to sheltered workshops. Run times and hours of service vary based on the route and service.

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.44. Ridership peaked at just over 60,000 trips in 2018. Following 2018, ridership dropped to a low of approximately 30,000 trips in 2021.

Figure A.44 DCP Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.45 and Figure A.46. Revenue miles peaked at approximately 1.4 million in 2017, while revenue hours peaked at just over 50,000 in 2018. Following these peaks, both figures dropped to approximately 600,000 revenue miles and 27,000 revenue hours in 2021.

Figure A.45 DCP Vehicle Revenue Miles (2016–2021)

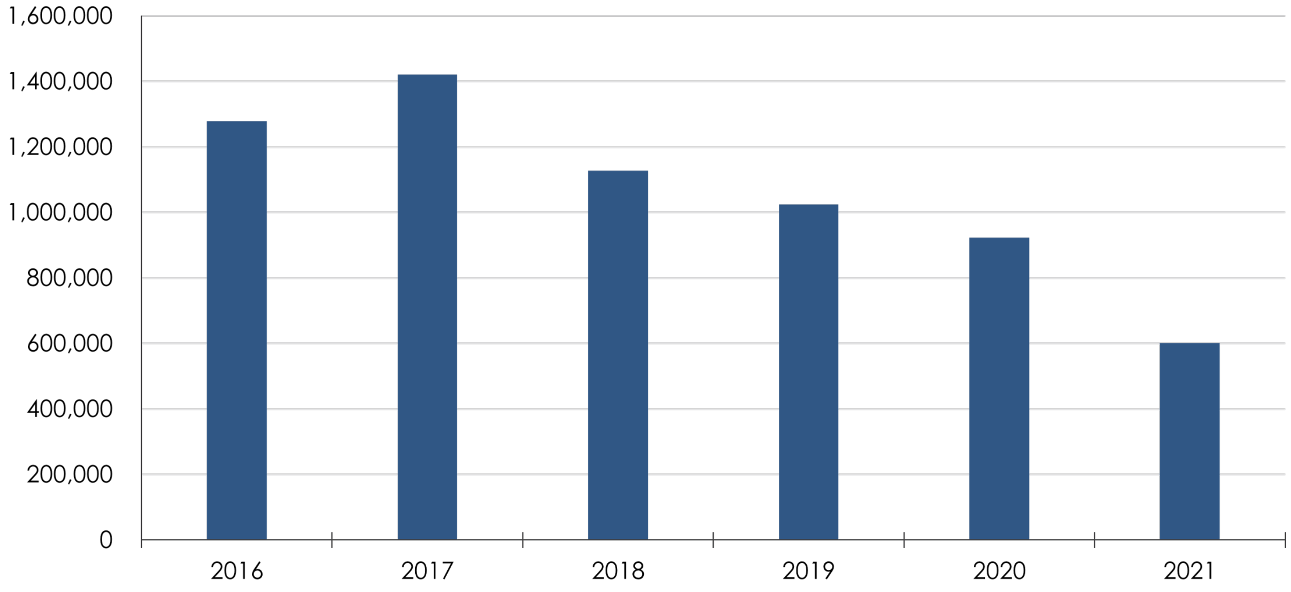
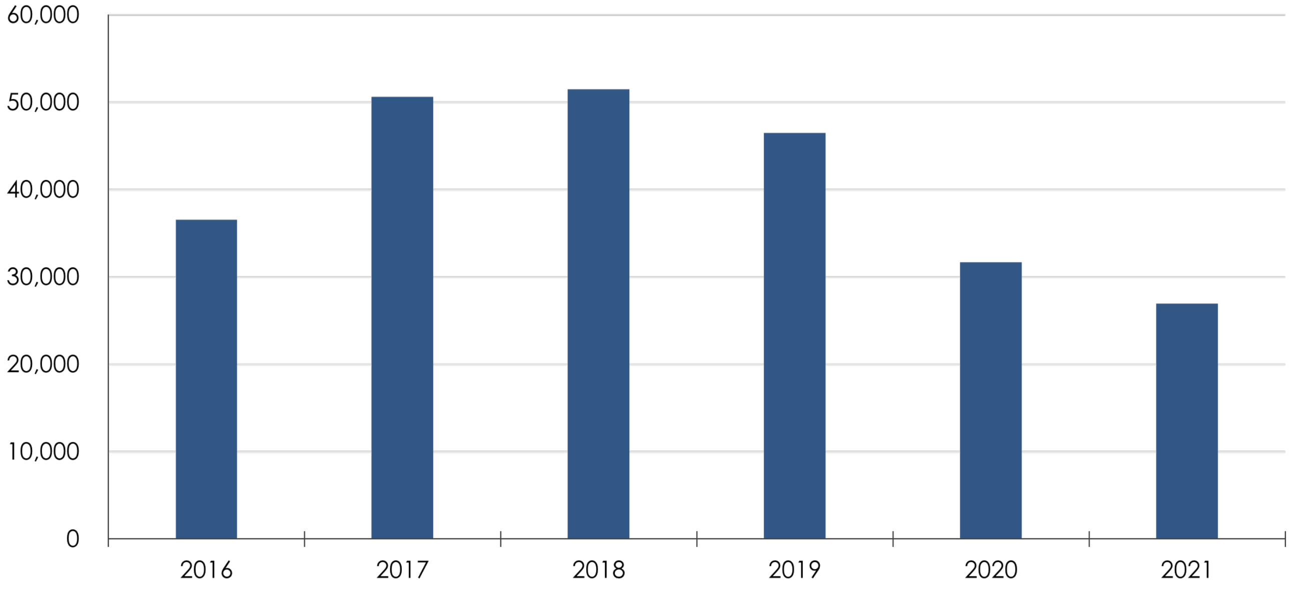


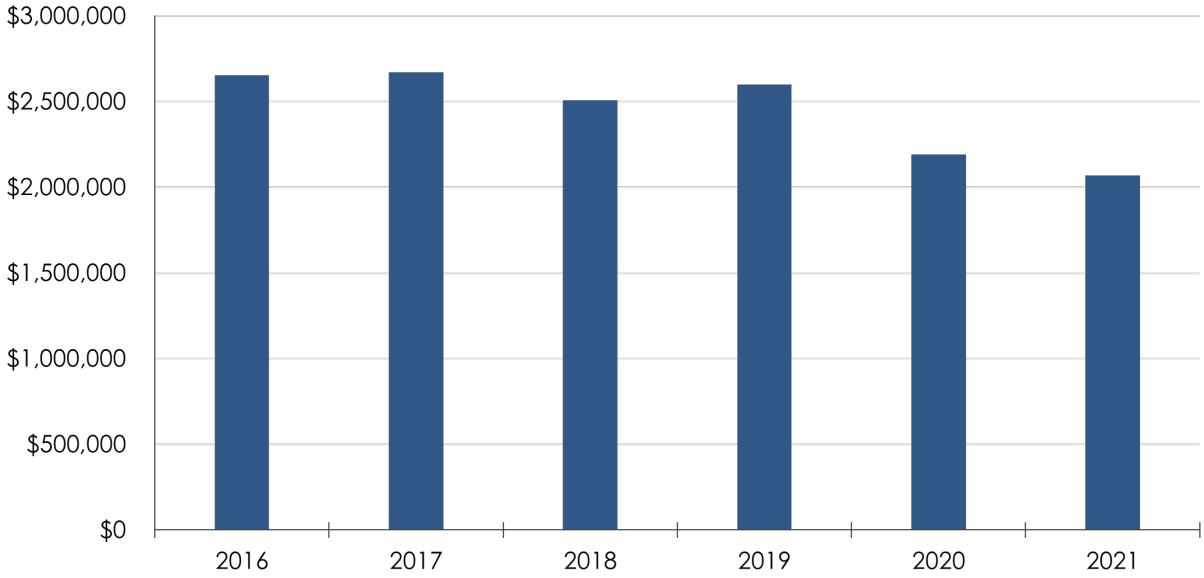
Figure A.46 DCP Vehicle Revenue Hours (2016–2021)



Budget Metrics

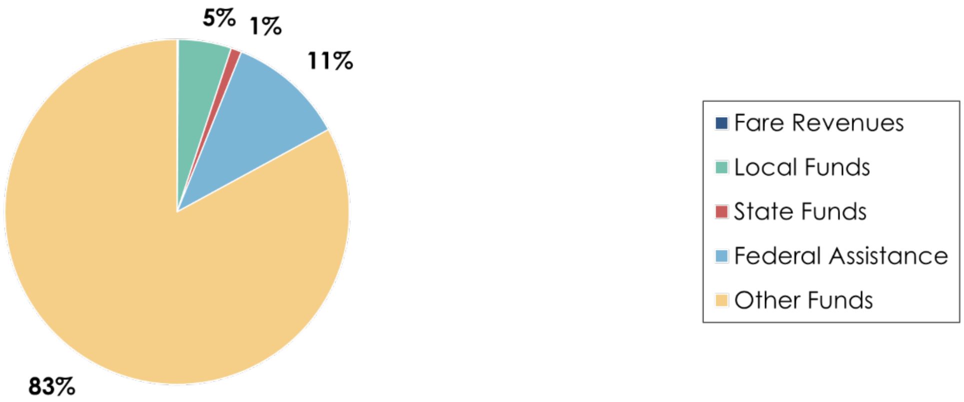
Annual operating expenses for 2016 through 2021 are shown in Figure A.47. Between 2016 and 2019, operating expenses held constant at approximately $2.5 million. In 2020 and 2021, operating expenses dropped to just over $2 million.

Figure A.47 DCP Operating Expenses (2016–2021)



The breakdown of operating expense funding sources for 2020 is shown in Figure A.48. In 2020, Other Funds accounted for 83 percent of funding. Farebox revenue accounted for less than 1 percent of funding. Remaining funding was largely comprised of Federal assistance (11 percent) and local funds (5 percent).

Figure A.48 DCP Operating Funding Sources (2020)



Service efficiency metrics are shown in Figure A.49 and Figure A.50. Following a drop to under $2.00 in 2017, vehicle revenue mile operating expenses followed a general uptrend, to a high of just under $3.50 in 2021. Following 2016, vehicle revenue hour operating expenses dropped from approximately $70.00 to $50.00, before rising to a high of over $76.00 in 2021.

Figure A.49 DCP Operating Expenses per Vehicle Revenue Mile (2016–2021)

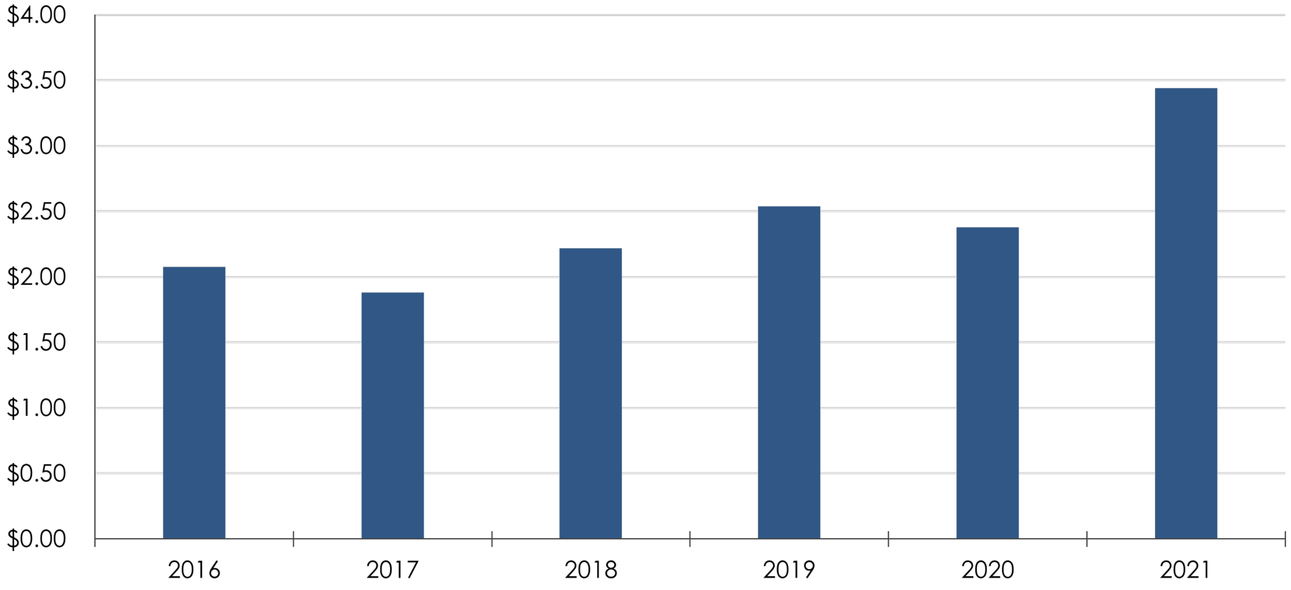
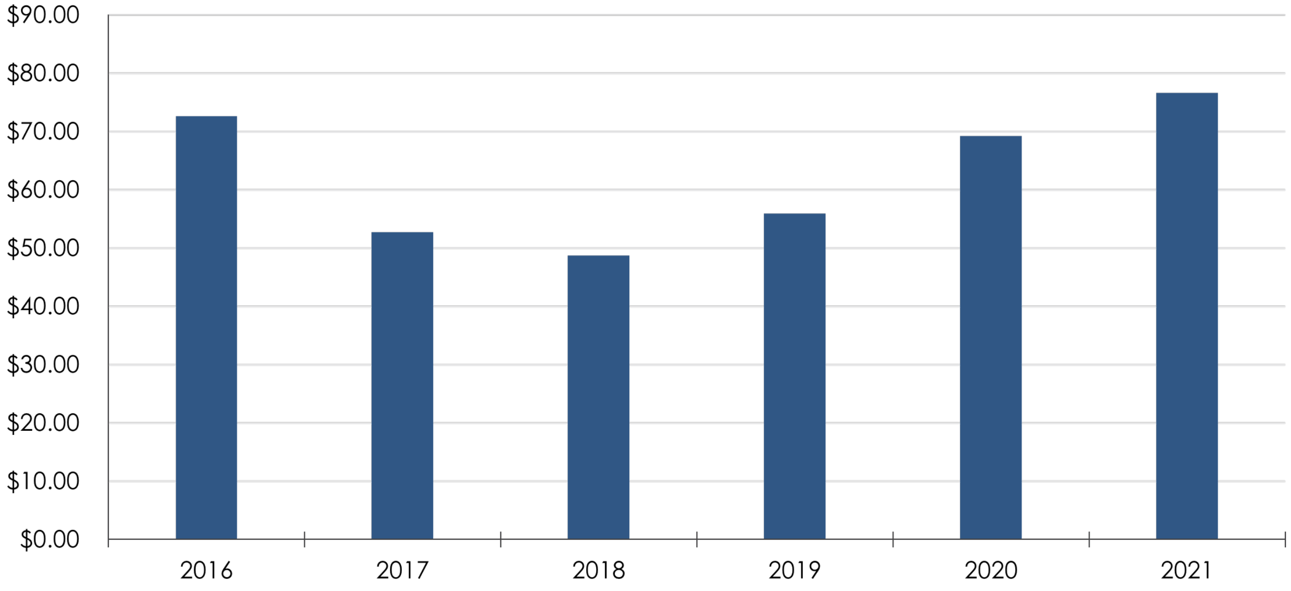
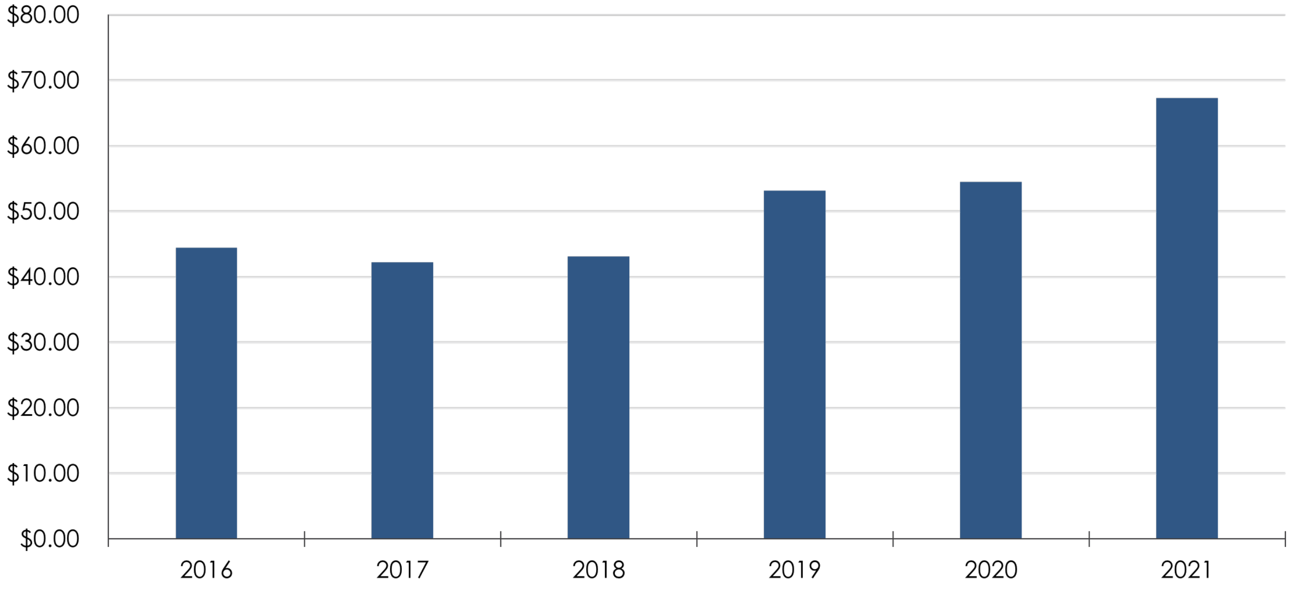


Figure A.50 DCP Operating Expenses per Vehicle Revenue Hour (2016–2021)



Operating expenses per unlinked passenger trip are shown in Figure A.51. From 2016 through 2018, per passenger operating expenses were just above $40.00. Between 2019 and 2021, per passenger operating expenses rose from approximately $53.00 to $67.00.

Figure A.51 DCP Operating Expenses per Unlinked Passenger Trips (2016–2021)



Organizational Management Structure

Management of DCP is comprised of:

- Board of Directors
- Executive Director
- Deputy Director
- Transportation Services Director
- Addition non-transportation related managers

Asset Management

Transit asset management of DCP is conducted through the Maine Tier II Transit Asset Management Plan for rural transit agencies. In 2020, the DCP fleet consisted of:

- 27 demand response vehicles.

The DCP fleet utilized for maximum service consisted of:

- 26 demand response vehicles.

Technology Capabilities

DCP utilizes the following software in their operations:

- **Scheduling Software:** Mobilitat/Easy Rides
- **Asset Management Software:** RTA

A.10 Downeast Transportation

Downeast Transportation provides scheduled transit services into and out of Bar Harbor.

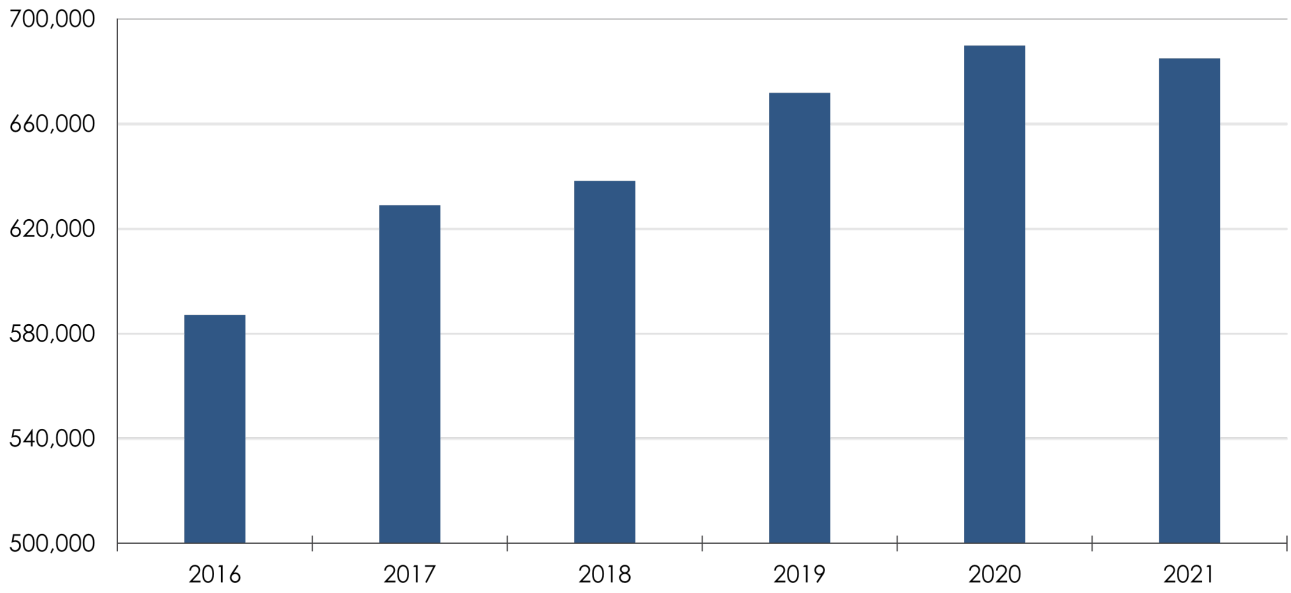
Service Description and Fares

Downeast Transportation service consists of seven routes, into and out of Bar Harbor from neighboring communities, along with Bangor. Downeast Transportation also operates a seasonal service in Bar Harbor consisting of 11 routes. Year-round services are generally operated on weekdays and consist of anywhere from 1 to 6 daily runs. Fares vary based on the route and distance traveled.

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.52. Between 2016 and 2020, ridership increased from under 600,000 trips to approximately 690,000 trips, before declining in 2021.

Figure A.52 Downeast Transportation Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.53 and Figure A.54. Both revenue miles and revenue hours rose between 2016 and 2021. In 2021, both metrics reached highs of approximately 760,000 revenue miles and 48,000 revenue hours.

Figure A.53 **Downeast Transportation Vehicle Revenue Miles (2016–2021)**

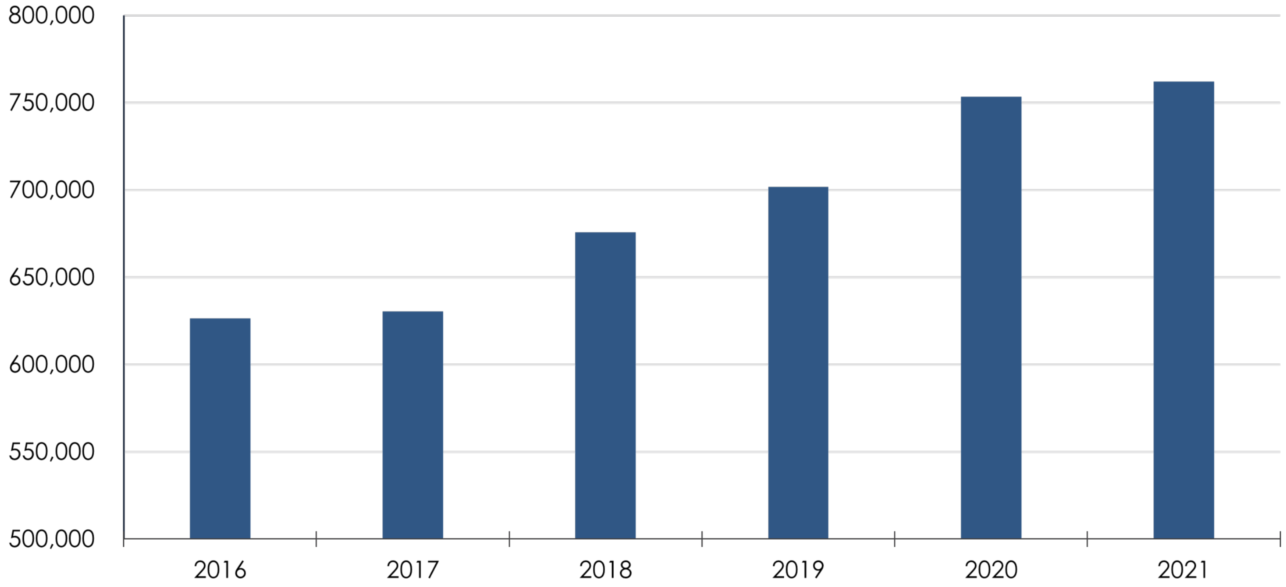
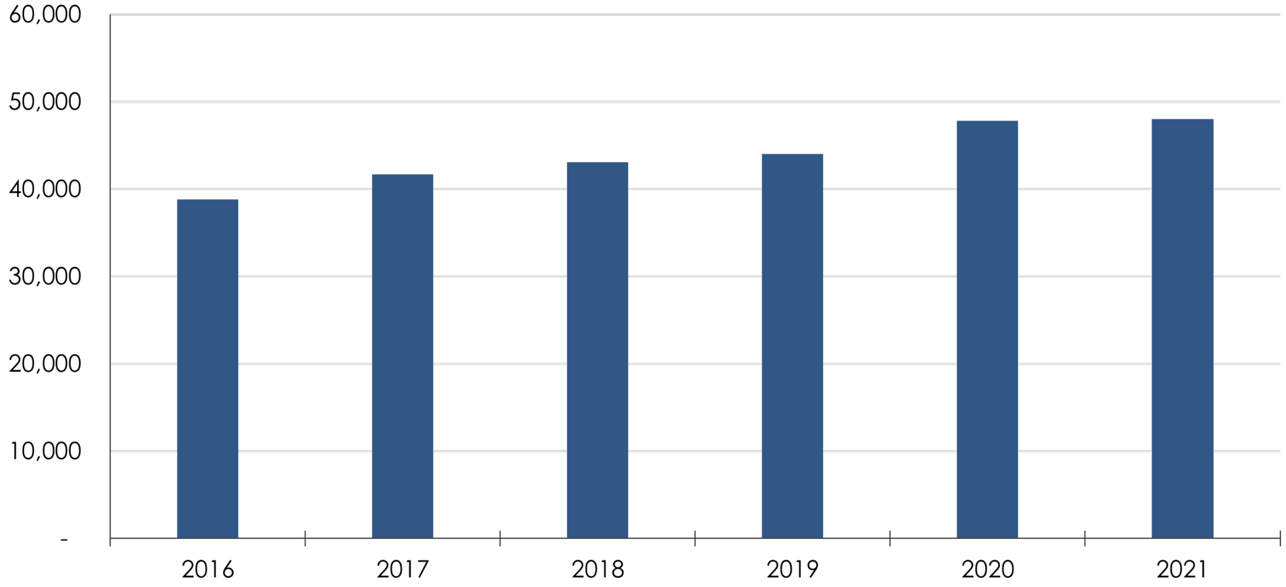


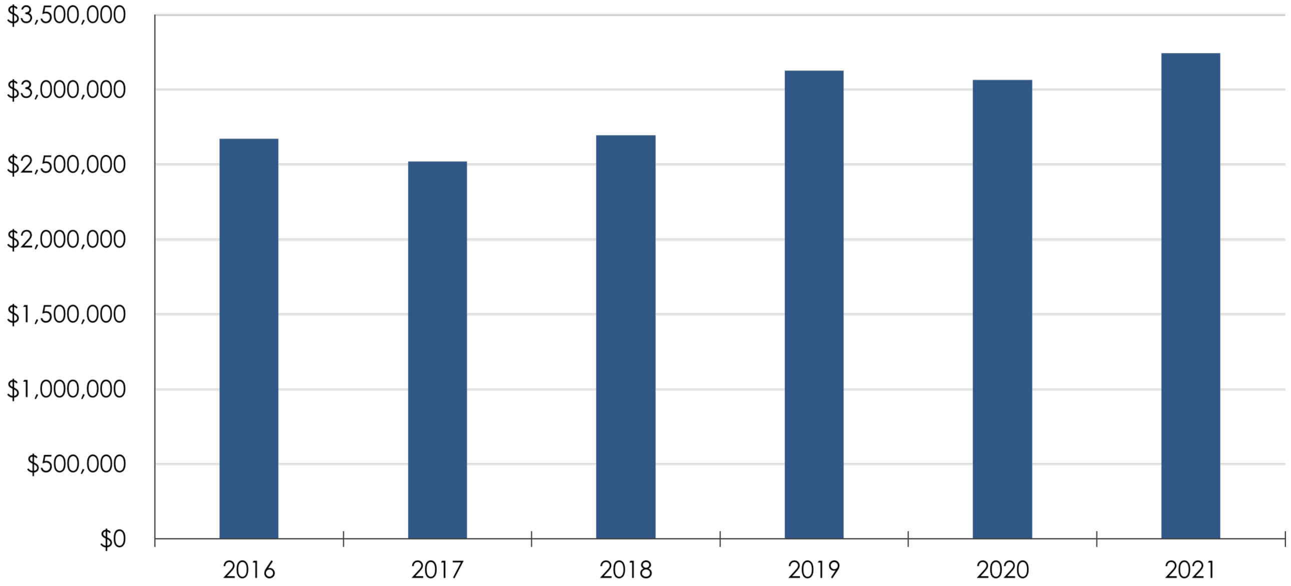
Figure A.54 **Downeast Transportation Vehicle Revenue Hours (2016–2021)**



Budget Metrics

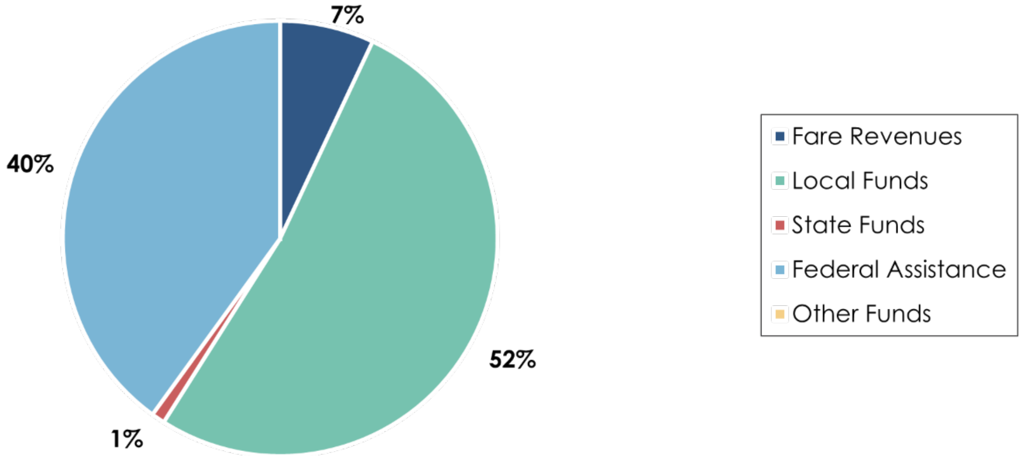
Annual operating expenses for 2016 through 2021 are shown in Figure A.55. From 2016 through 2018, annual operating expenses remained at just over $2.5 million. Beyond 2018 and through 2021, annual operating expenses rose to above $3 million.

Figure A.55 Downeast Transportation Operating Expenses (2016–2021)



The breakdown of operating expense funding sources for 2020 is shown in Figure A.56. In 2020, federal assistance accounted for 52 percent of local funding. Farebox revenue accounted for 7 percent of funding. Most of remaining funding consisted of federal funds, which accounted for 40 percent of total funding.

Figure A.56 Downeast Transportation Operating Funding Sources (2020)



Service efficiency metrics are shown in Figure A.57 and Figure A.58. Between 2016 and 2021, vehicle revenue mile operating expenses largely ranged between $4.00 and $4.50. Apart from 2019, vehicle revenue hour operating expenses ranged between $60.00 and $70.00.

Figure A.57 Downeast Transportation Operating Expenses per Vehicle Revenue Mile (2016–2021)

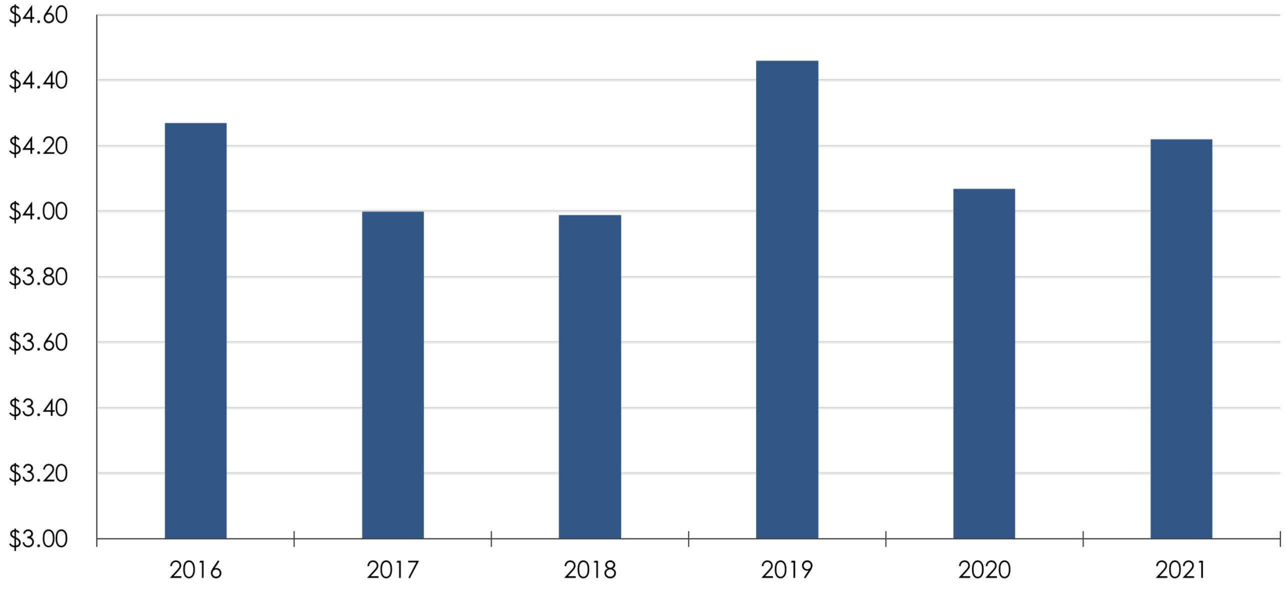
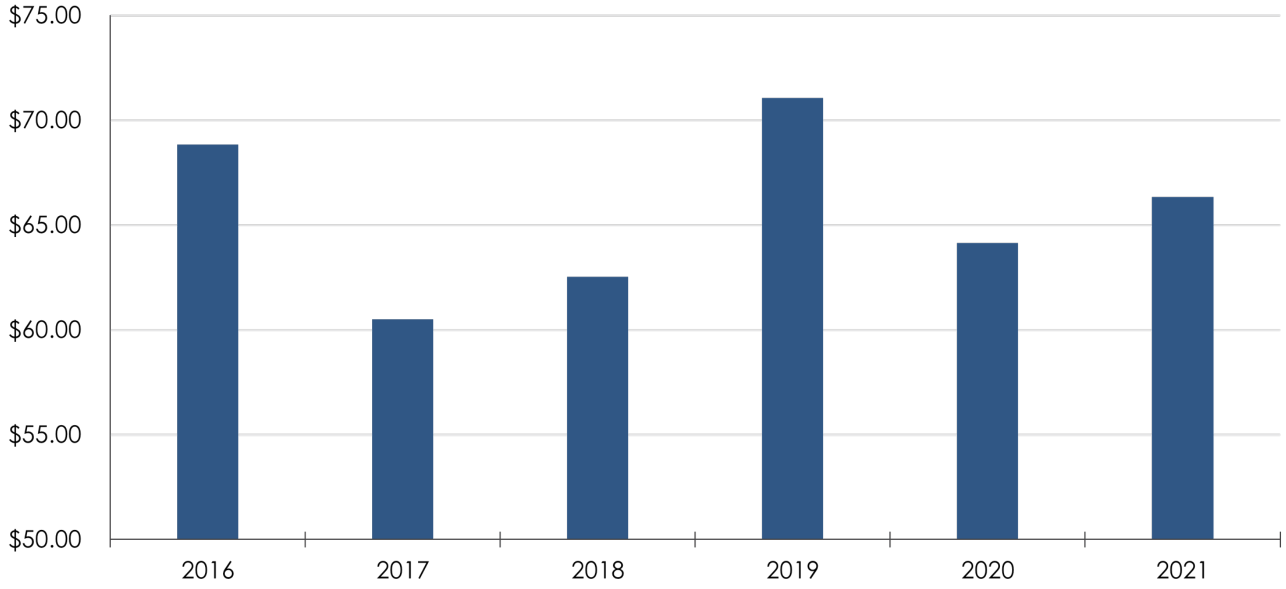
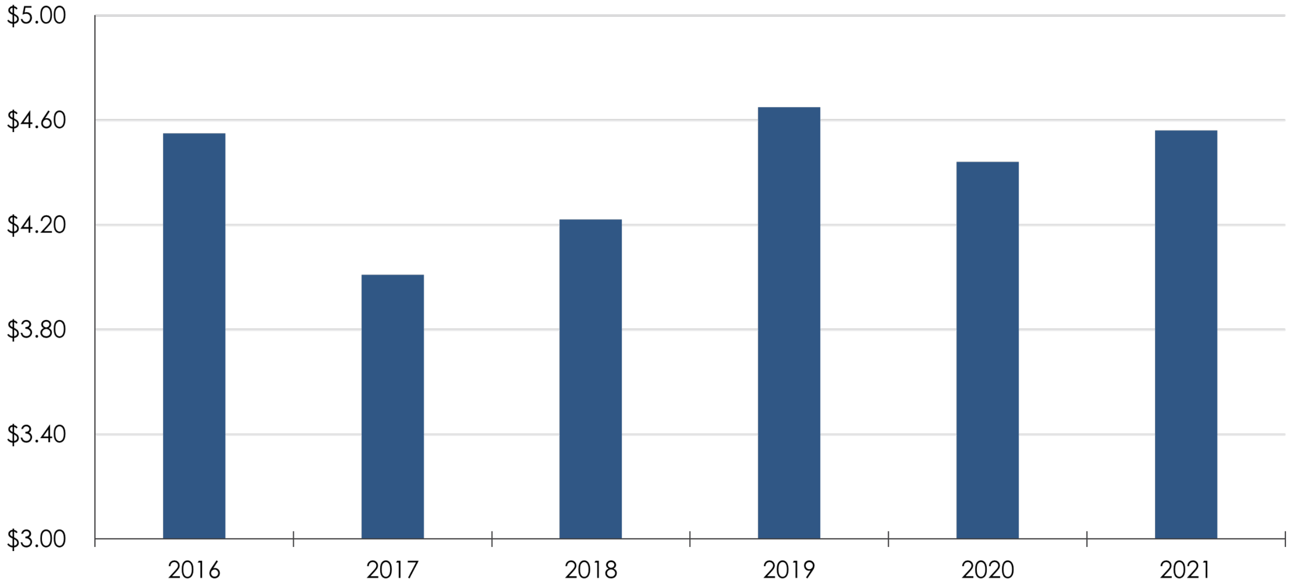


Figure A.58 Downeast Transportation Operating Expenses per Vehicle Revenue Hour (2016–2021)



Operating expenses per unlinked passenger trip are shown in Figure A.59. Between 2016 and 2021, per passenger operating expenses ranged between approximately $4.00 and $4.65. Per passenger operating expenses reached the upper end of this range in 2019, before declining in 2020.

Figure A.59 Downeaster Operating Expenses per Unlinked Passenger Trips (2016–2021)



Organizational Management Structure

Management of Downeast Transportation is comprised of:

- Board of Directors
- Executive Director
- Facility/Grounds Manager
- Operations Manager
- Finance Director

Asset Management

Transit asset management is conducted through the Downeast Transportation Comprehensive Asset Management Plan. In 2020, the Downeast Transportation fleet consisted of:

- 62 revenue vehicles.
- 2 service vehicles.

The Downeast Transportation fleet utilized for maximum service consisted of:

- 6 commuter buses.
- 34 fixed route buses.

Technology Capabilities

Downeast Transportation utilizes the following software in their operations:

- **Asset Management Software:** Fleet Maintenance Pro
- **Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL):** Avail Technologies includes AVL, passenger counters, voice and text stop annunciators, and real time departure signs.

A.11 Greater Portland Metro

Greater Portland Metro is the primary transit provider for the Greater Portland area.

Service Description and Fares

Greater Portland Metro consists of 10 fixed route services and corresponding paratransit service, operating within Portland, and to surrounding communities including Westbrook, South Portland, Falmouth, and Brunswick. Services are generally operated on 30-minute headways from 5:00 AM to 11:00 PM, depending on the specific route. All but one bus route are operated Monday through Sunday, with the remaining bus route operating from Monday through Saturday. Hours of service are reduced on the weekends.

Service originates and terminates in several locations in Portland, with multiple transfer points to other routes, especially along Congress Street. Monument Square in Downtown Portland provides a transfer point for South Portland Bus Service and BSOOB Transit. Intercity bus service operated by Concord Coach Lines and rail service are both operated out of the Portland Transportation Center, while Greyhound Bus Service is operated out of a bus stop on Marginal Way, to the north of Downtown Portland.

Fare information is shown in Table A.6:

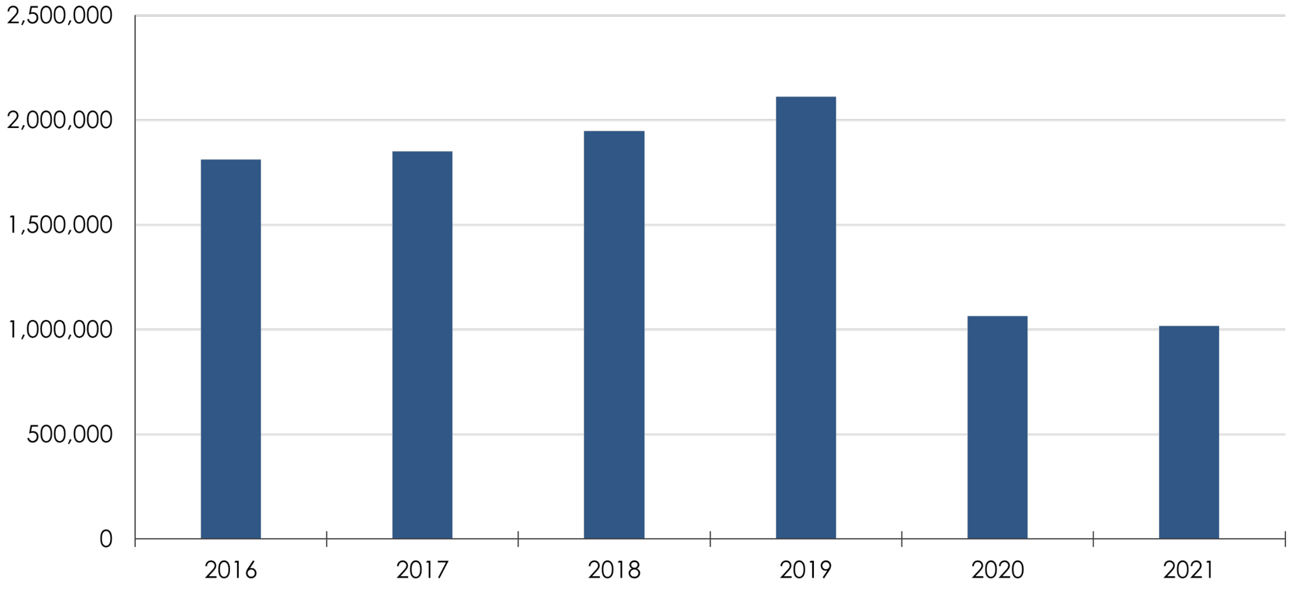
Table A.6 Fare Information

General	
General Public	$2.00
Half Fare	$1.00
Express Fare	$4.00
Paratransit	
One Way	$4.00

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.60. Between 2016 and 2019, ridership rose from 1.8 million trips to 2.1 million trips. With the onset of COVID-19, ridership dropped by approximately half through 2020, remaining at just over 1 million trips in 2021.

Figure A.60 Greater Portland Metro Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.61 and Figure A.62. Both revenue miles and hours increased gradually from 2016 through 2019, to highs of approximately 1.5 million and 110,000, respectively. Following a drop in 2020, revenue miles and hours rose to approximately 1.45 million and 106,000, respectively.

Figure A.61 Greater Portland Metro Vehicle Revenue Miles (2016–2021)

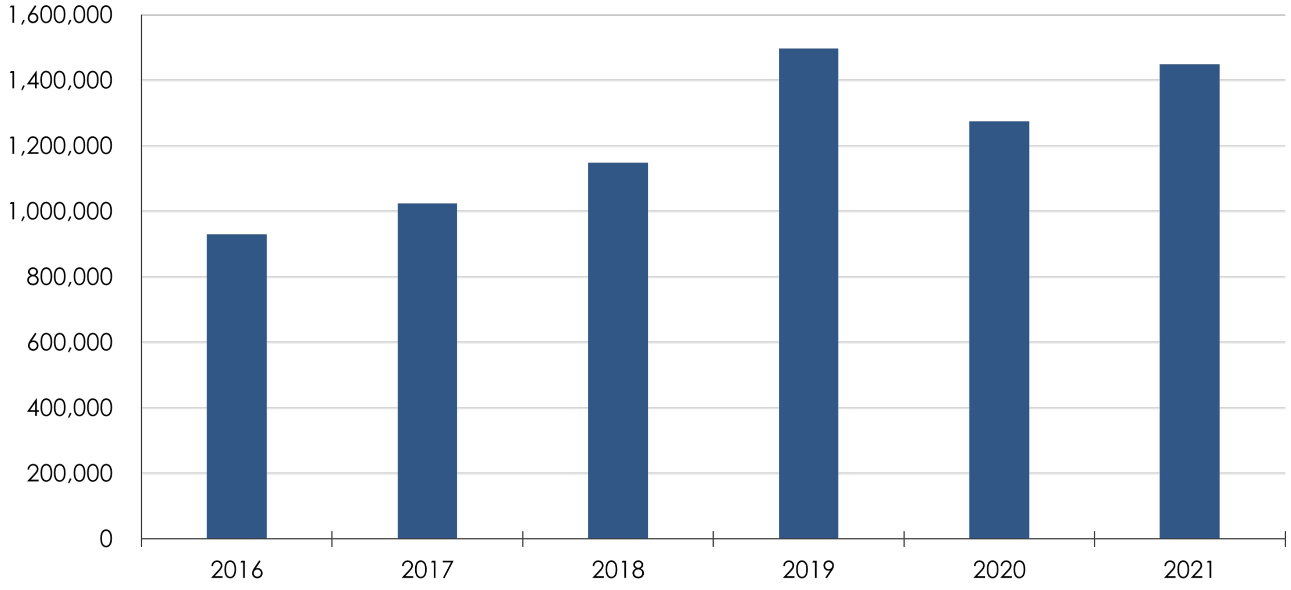
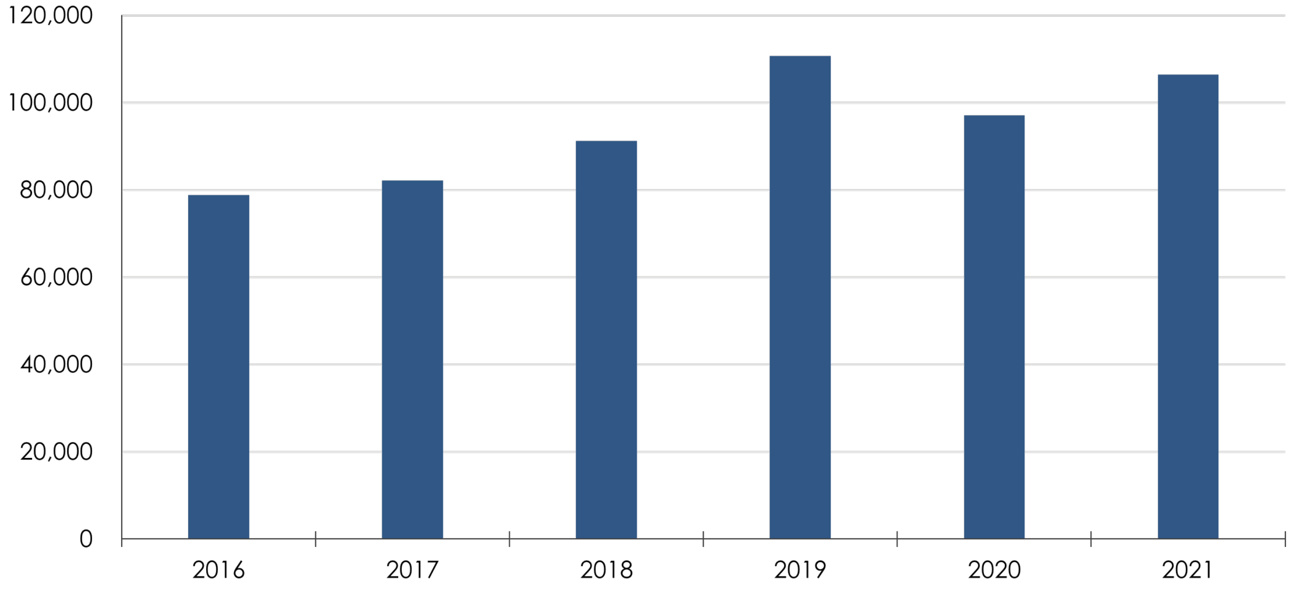


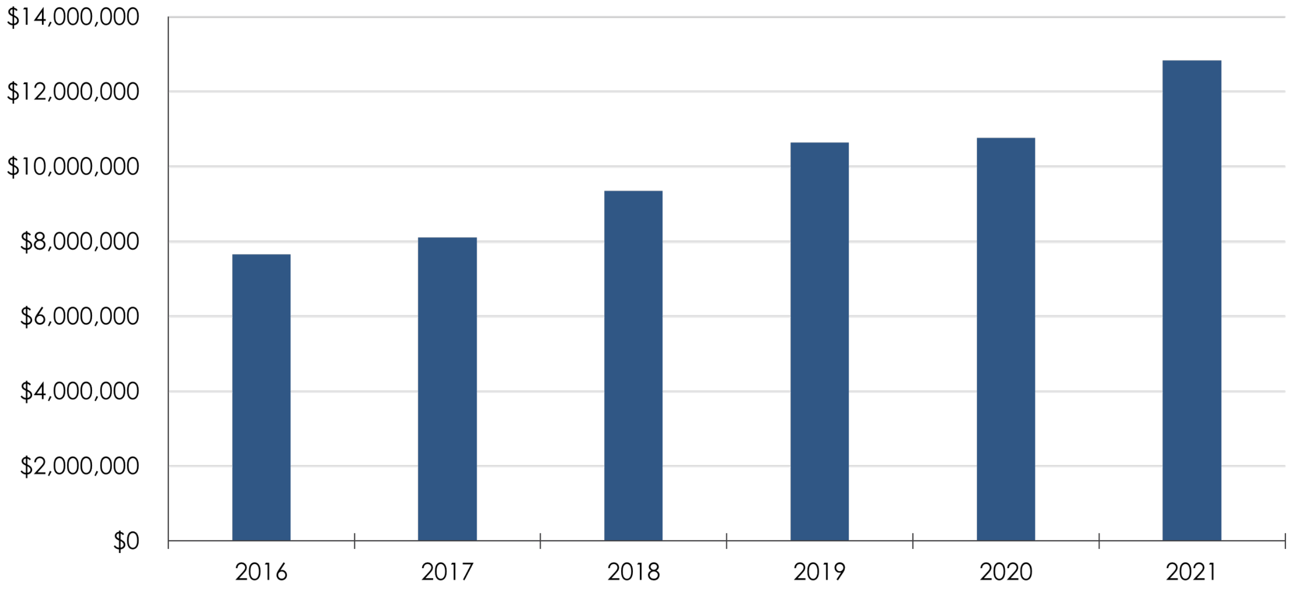
Figure A.62 **Greater Portland Metro Vehicle Revenue Hours (2016–2021)**



Budget Metrics

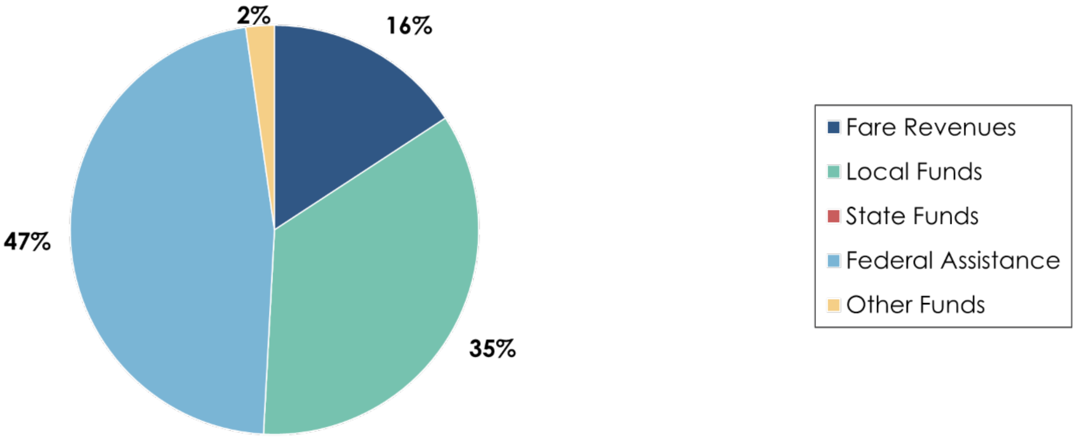
Annual operating expenses for 2016 through 2021 are shown in Figure A.63. Operating expenses rose gradually from 2016 through 2021 from $7.6 million to $12.8 million.

Figure A.63 **Greater Portland Metro Operating Expenses (2016–2021)**



The breakdown of operating expense funding sources for 2021 is shown in Figure A.64. In 2021, Federal assistance accounted for 47 percent of operating expense funding. Farebox revenue accounted for 16 percent of funding. Remaining funding was largely comprised of local funds which accounted for 35 percent of total funding.

Figure A.64 Greater Portland Metro Operating Funding Sources (2021)



Service efficiency metrics are shown in Figure A.65 and Figure A.66. Both metrics fluctuated between 2016 and 2020. Vehicle revenue mile operating expenses dropped from $8.35 to $7.10 from 2016 through 2019, before rising to just under $8.50 in 2020. Vehicle revenue hour operating expenses rose from to $102 in 2018 before dropping in 2019, and subsequently rising to $111 in 2020 and $120 in 2021.

Figure A.65 Greater Portland Metro Operating Expenses per Vehicle Revenue Mile (2016–2021)

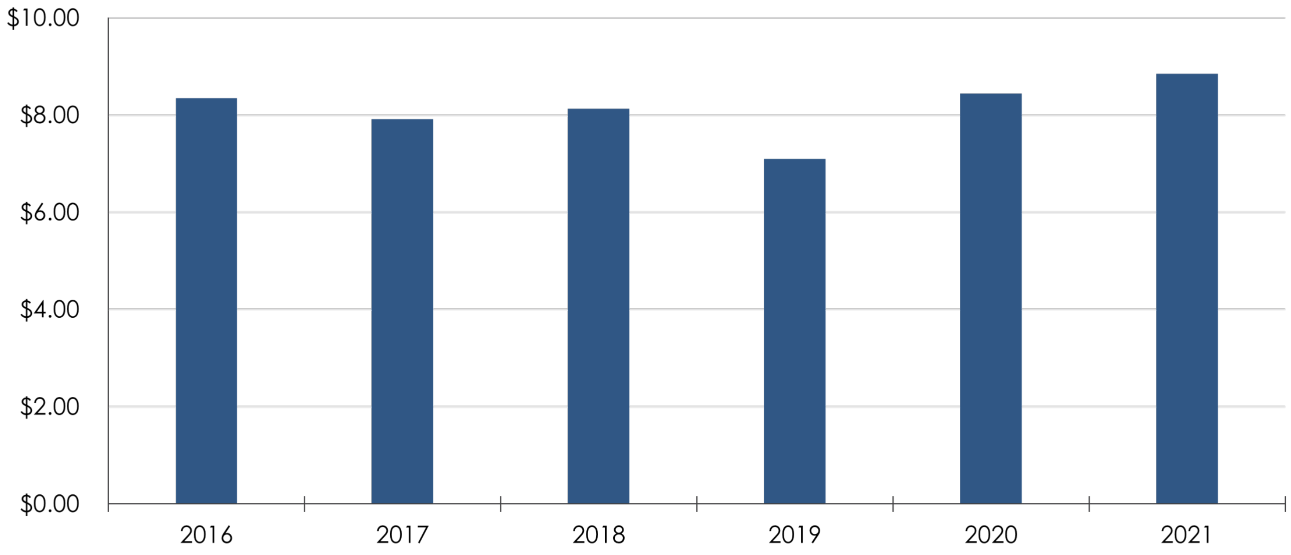
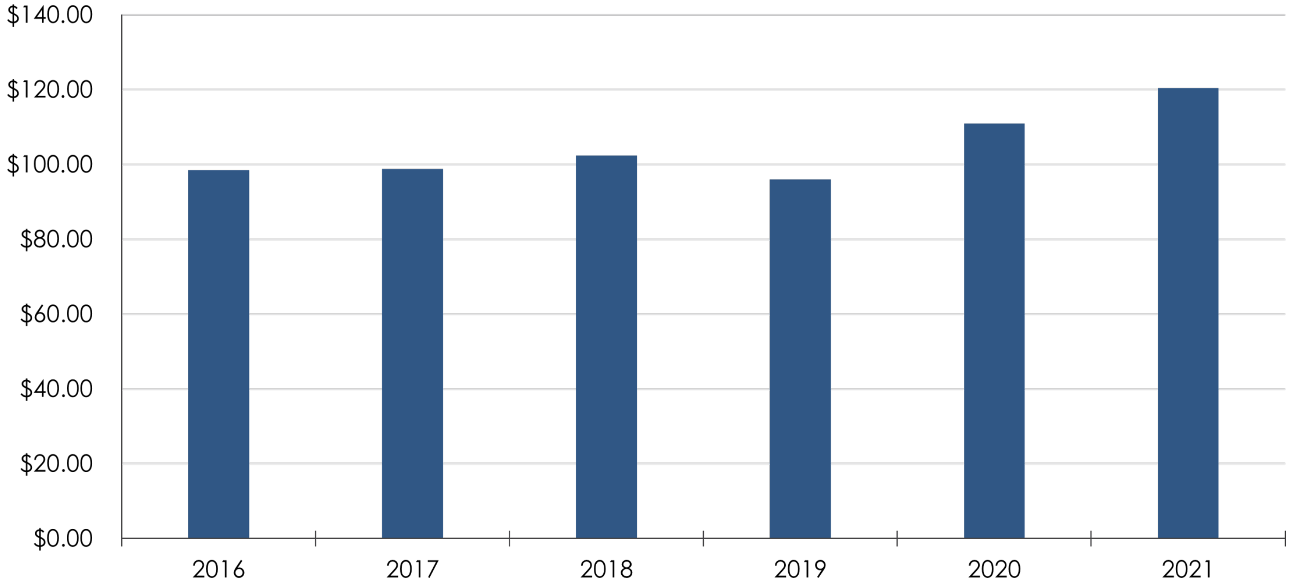
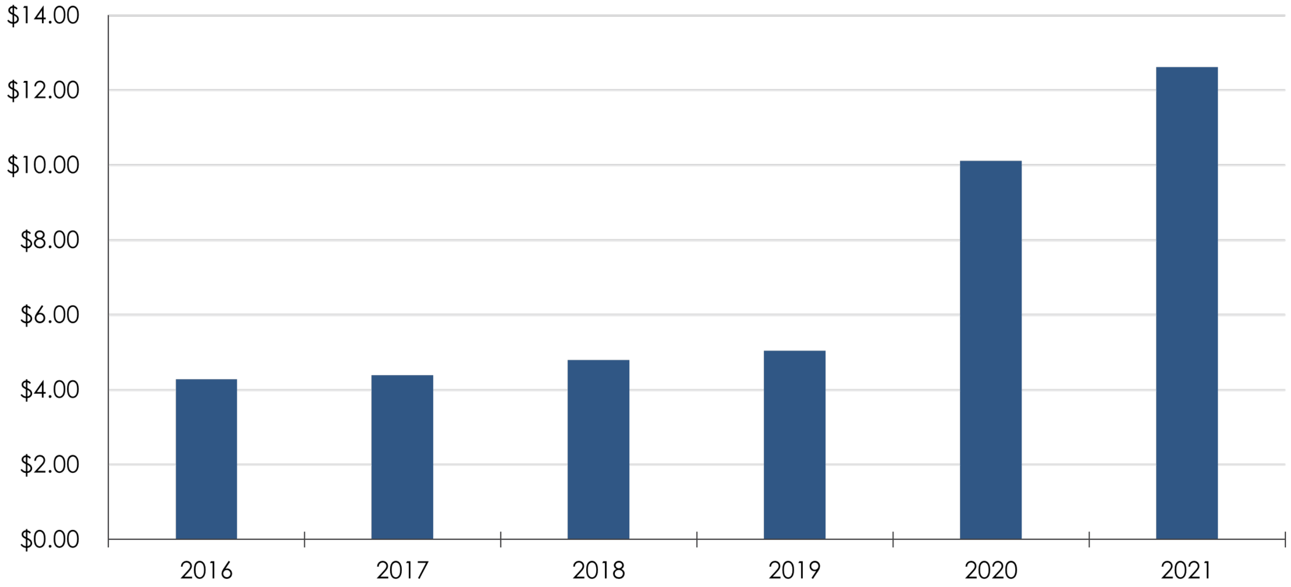


Figure A.66 **Greater Portland Metro Operating Expenses per Vehicle Revenue Hour (2016–2021)**



Operating expenses per unlinked passenger trip are shown in Figure A.67. Per passenger operating expenses rose between 2016 and 2019 from approximately $4.30 to $5.00. In 2020, per passenger operating expenses doubled to just over $10.00. This increase continued through 2021 to over $12.00.

Figure A.67 **Greater Portland Metro Operating Expenses per Unlinked Passenger Trip (2016–2021)**



Organizational Management Structure

Management of Greater Portland Metro is comprised of:

- Executive Director
- Finance Director (Oversees accounting, IT, and procurement operations)
- Chief Transit Officer (Oversees all transit operations)
- Human Resources Director
- Transit Development Director (Oversees marketing)
- Board of Directors (President, Vice President, Treasurer, Secretary, 9 Board Members)

Asset Management

Transit asset management is conducted through the Greater Portland Metro Tier II Transit Asset Management Plan. In 2020, the Greater Portland Metro fleet consisted of:

- 44 revenue vehicles.
- 6 service vehicles.

The Greater Portland Metro fleet utilized for maximum service consisted of:

- 34 buses.

Technology Capabilities

Greater Portland Metro utilizes the following software in their operations:

- **Scheduling Software:** Enghouse Software
- **Fare Payment System:** Cubic Umo
- **Asset Management Software:** Tyler-MUNIS
- **Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL):** Clever Devices
- **GTFS:** Output by Clever Devices CAD/AVL system
- **Electric Buses:** 2 Proterra's were delivered in March 2022 for service beginning in Spring 2022

A.12 Greyhound Lines

Greyhound Lines is a private intercity bus provider of service across the United States. This includes select service into Maine.

Service Description and Fares

Greyhound Lines is the largest operator of intercity bus service in the United States, with a network spanning every state except Alaska and Hawaii and service to select portions of Canada and Mexico. In Maine, Greyhound service consists of one daily run per direction between Bangor and points south towards Boston. This includes stops in Portland, Lewiston, Augusta, and Waterville. In line with other intercity bus services, fares vary based on specific origins and destinations. As a private carrier, additional information on Greyhound Lines related to ridership and operations was unavailable.

A.13 Isle au Haut Boat Services

Isle au Haut Boat Services operates scheduled ferry service to Isle au Haut from Stonington.

Service Description and Fares

Ferry Service between Stonington and the unbridged community of Isle au Haut is generally operated six days per week, with four runs on weekdays and three runs on Saturdays. Sunday service, consisting of two runs, is operated during the peak summer period.

Select fare information is shown in Table A.7 below.

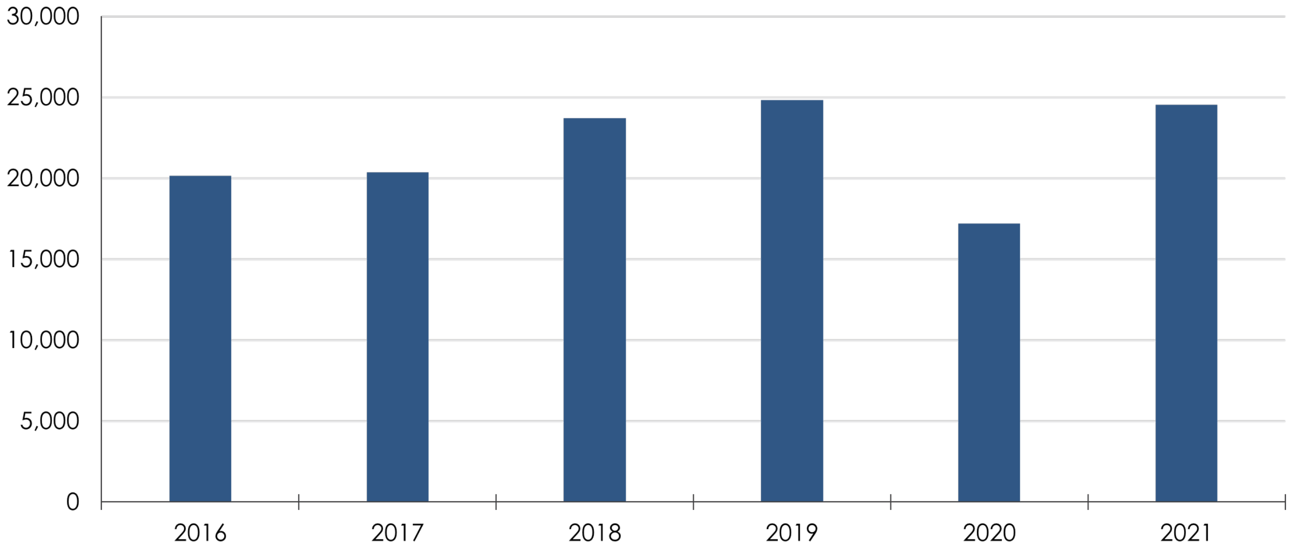
Table A.7 Fare Information

General	
One Way Adult	$20.00
One Way Under 12	$10.00
Passenger Bicycle—One Way	$13.00

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.68. From 2016 through 2019, ridership rose from approximately 20,000 to 25,000. Ridership declined in 2020 to just over 17,000, before increasing again to the pre-COVID peak of nearly 25,000.

Figure A.68 Isle au Haut Boat Services Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.69 and Figure A.70. From 2016 through 2020, revenue miles and revenue hours held steady at approximately 13,000 and 1,600, respectively. In 2021, revenue miles dropped to just over 10,000, while revenue hours dropped to approximately 1,100.

Figure A.69 Isle au Haut Boat Services Vehicle Revenue Miles (2016–2021)

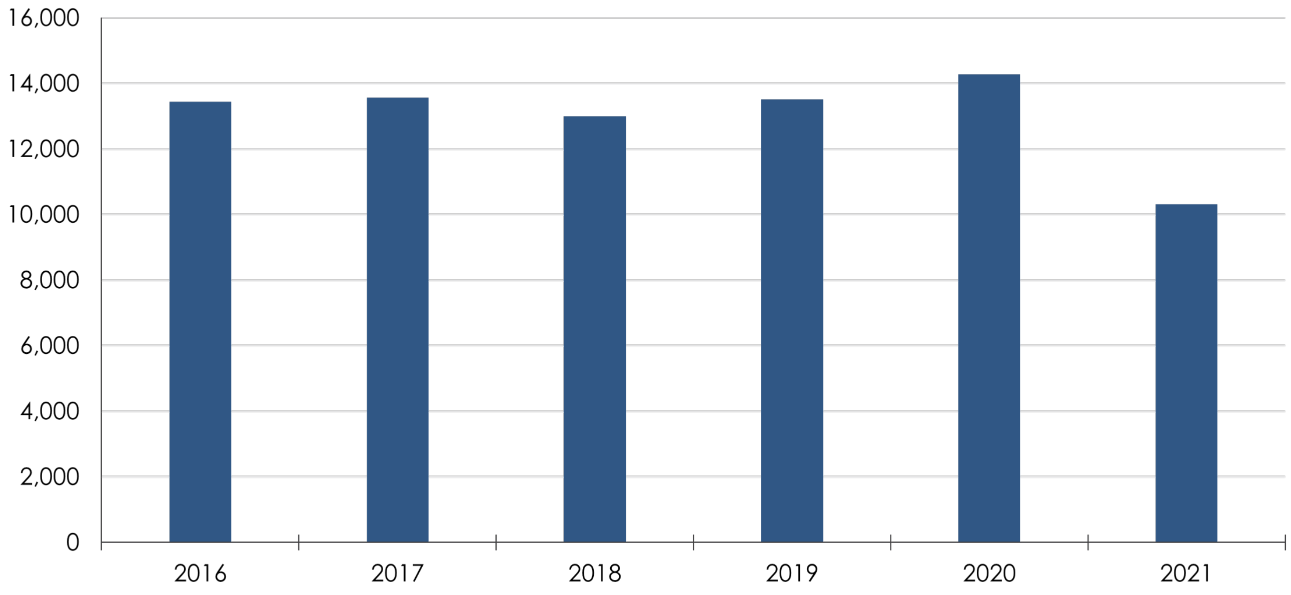
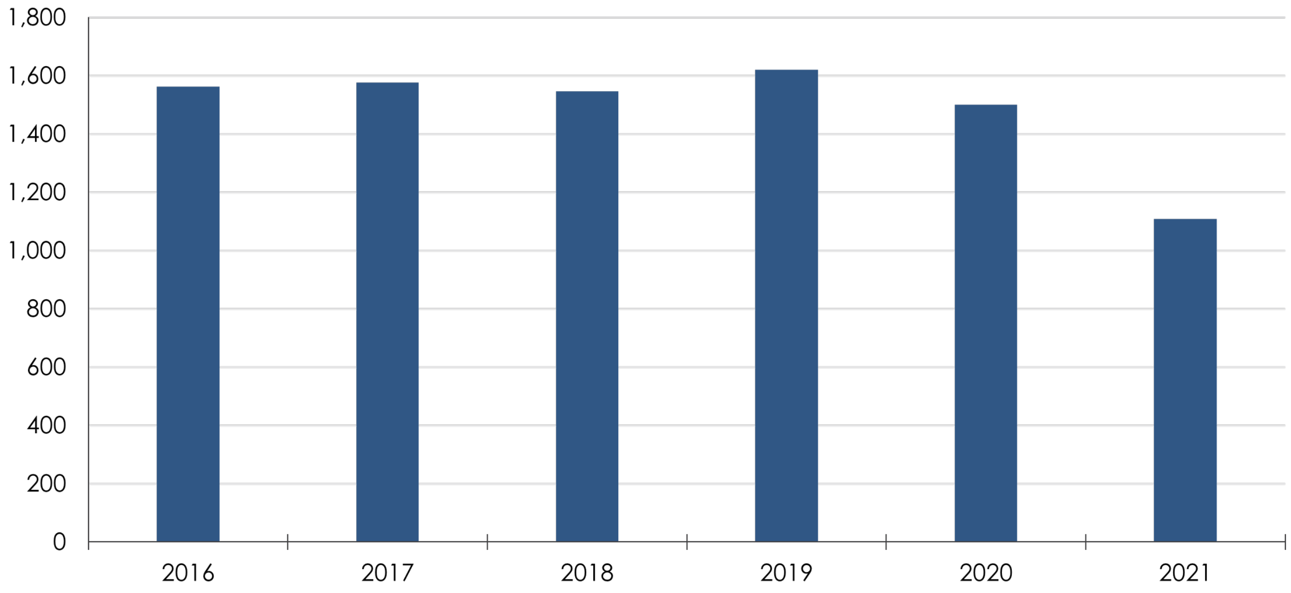


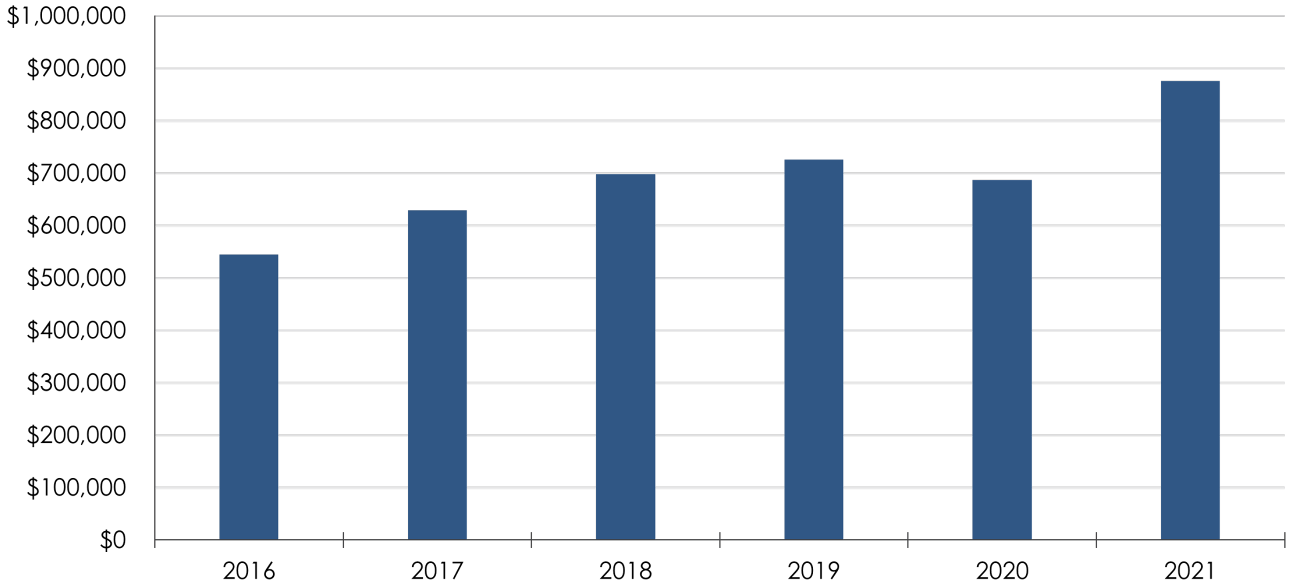
Figure A.70 Isle au Haut Boat Services Revenue Hours (2016–2021)



Budget Metrics

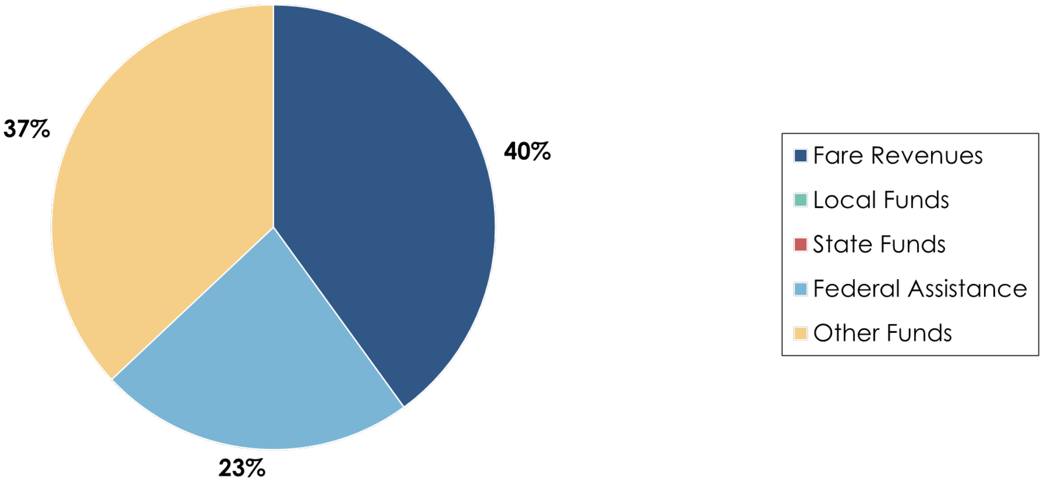
Annual operating expenses for 2016 through 2021 are shown in Figure A.71. From 2016 through 2019, operating expenses rose from approximately $545,000 to $725,000. Following a decline in 2020, operating expenses rose to a high of nearly $900,000 in 2021.

Figure A.71 Isle au Haut Boat Services Operating Expenses (2016–2021)



The breakdown of operating expense funding sources for 2020 is shown in Figure A.72. In 2020, funding sources were largely split between fare revenues (40 percent) and Other Funds (37 percent). Remaining funding was comprised of Federal assistance (23 percent).

Figure A.72 Isle au Haut Boat Services Operating Funding Sources (2020)



Service efficiency metrics are shown in Figure A.73 and Figure A.74. Vehicle revenue mile operating expenses rose from $40.00 to over $50.00 in 2018 and 2019. Following a drop in 2020, these figures rose to a high of $85.00 in 2021. Vehicle revenue hour operating expenses increased between 2016 and 2021 to a high of nearly $800.

Figure A.73 Isle au Haut Boat Services Operating Expenses per Vehicle Revenue Mile (2016–2021)

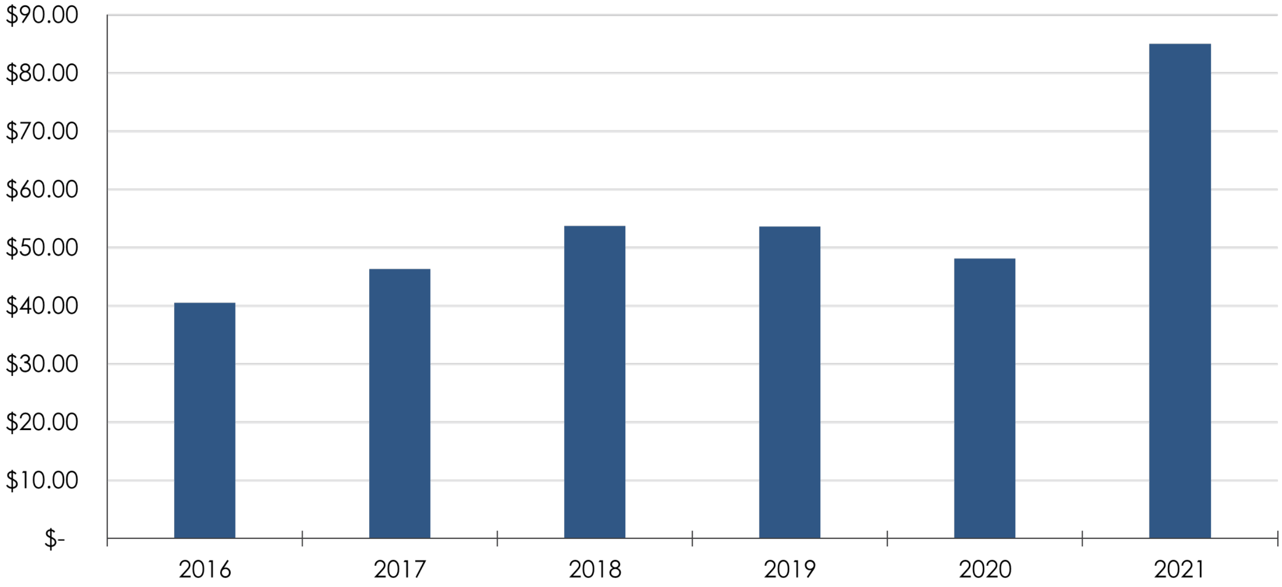
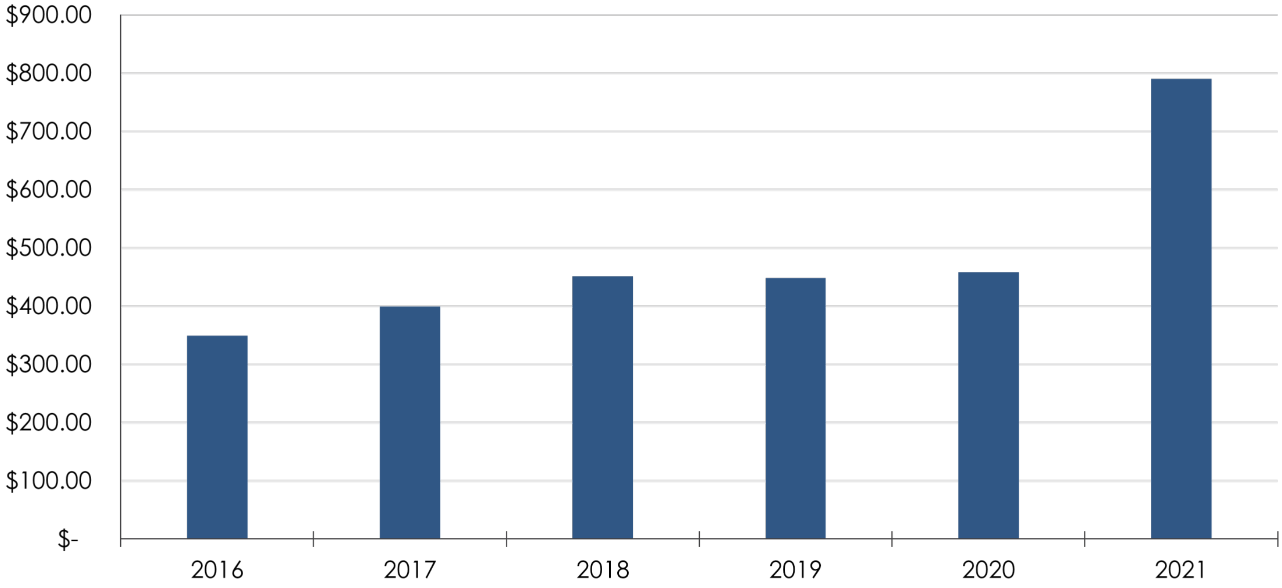
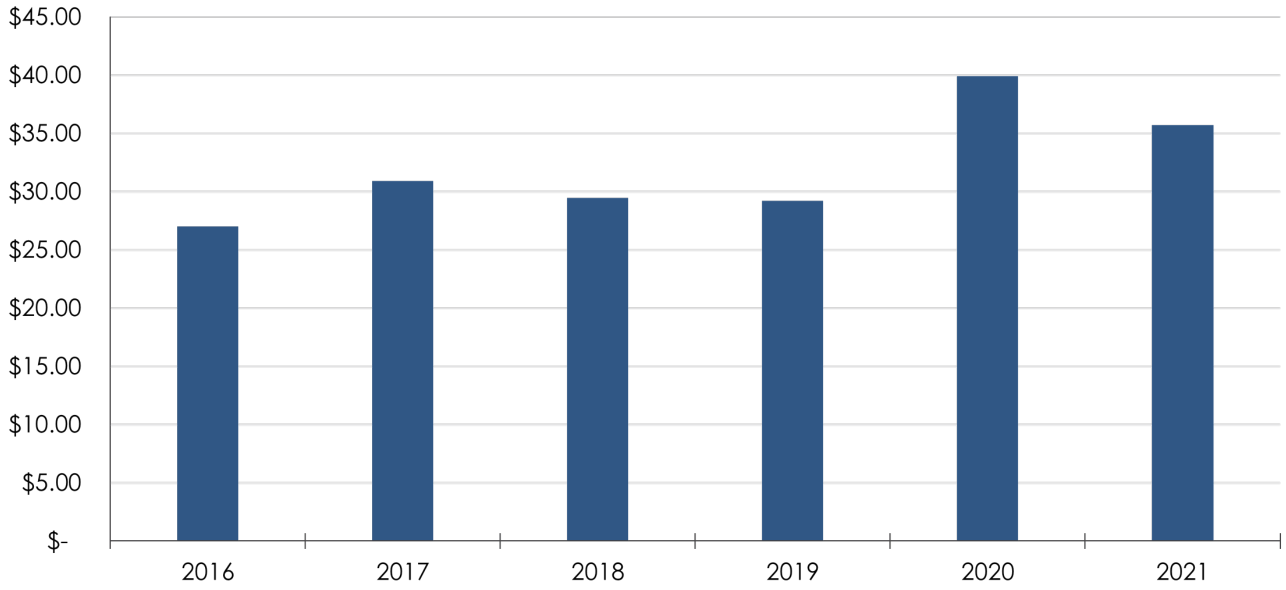


Figure A.74 Isle au Haut Boat Services Operating Expenses per Vehicle Revenue Hour (2016–2021)



Operating expenses per unlinked passenger trip are shown in Figure A.75. From 2016 to 2019, per passenger operating expenses remained around approximately $30.00. In 2020, per passenger operating expenses increased to nearly $40.00 before dropping back to just over $35.00 in 2021.

Figure A.75 Isle au Haut Boat Services Operating Expenses per Unlinked Passenger Trip (2016–2021)



Organizational Management Structure

Management of Isle au Haut Boat Services is comprised of:

- Board President (General Manager)
- Senior Captain (Operations Manager)

Asset Management

Transit asset management of Isle au Haut Boat Services is conducted through the Maine Tier II Transit Asset Management Plan for rural transit agencies. In 2020, the Isle au Haut Boat Services fleet utilized for maximum service consisted of:

- 2 ferryboats.

The Isle au Haut Boat Services fleet utilized for maximum service consisted of:

- 2 ferryboats.

A.14 Kennebec Valley Community Action Program

Kennebec Valley Community Action Program (KVCAP) is a Regional Transportation Program providing transit services in central Maine.

Service Description and Fares

KVCAP provides multiple transportation services in Kennebec and Somerset Counties in central Maine. This includes:

» **Kennebec Explorer** consists of multiple fixed schedule services operating in and around Augusta and Waterville. The Augusta system consists of six routes, while two routes are operated in Waterville. Kennebec Explorer service also includes an intercity route connecting the two cities. Services are operated on generally 60-minute frequencies, between 7:30 AM and 4:00 PM on weekdays, with reduced service on some routes. Base fares for the service are $1.25.

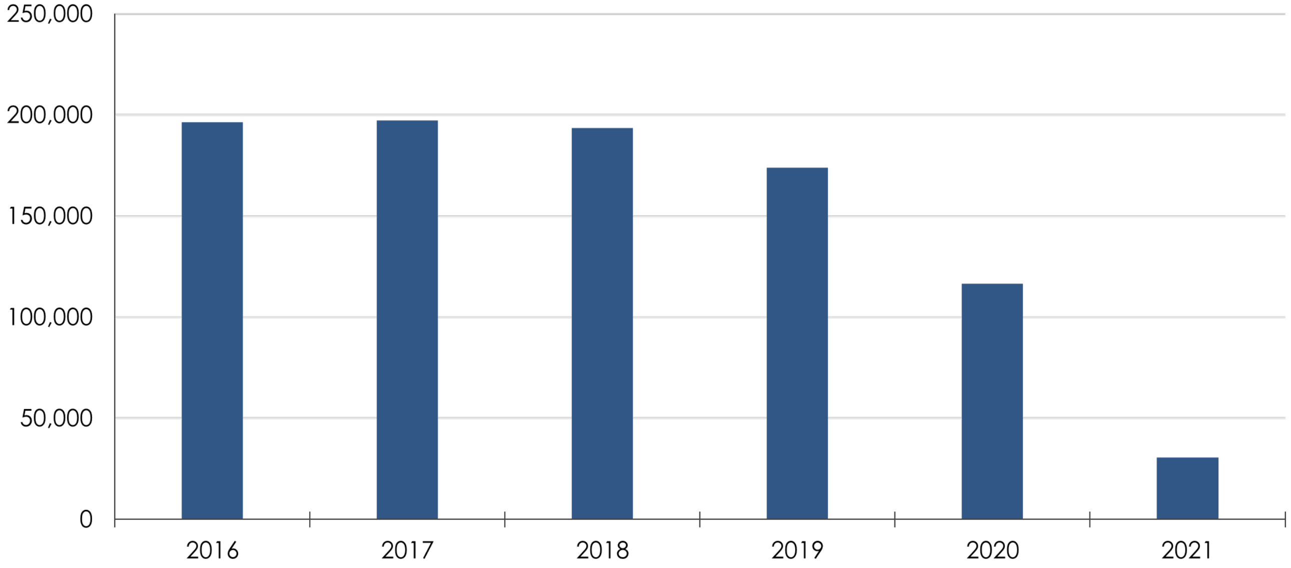
» **Somerset Explorer** consists of flex route service in lower Somerset County. This includes the municipalities of Skowhegan and Madison. Services are operated between 7:30 AM and 4:00 PM on weekdays. Fares range from $1.25 to $1.50.

In addition to these flexible demand-response services, KVCAP operates several Non-Emergency Transportation (NET) services, including volunteer and friends/family driver programs.

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.76. From 2016 through 2018, ridership remained was just under 200,000. From 2019 onwards, ridership dropped to approximately 116,000 in 2020. In 2021, ridership dropped to approximately 30,000.

Figure A.76 **KVCAP Annual Unlinked Trips (2016–2021)**



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.77 and Figure A.78. From 2016 through 2018, revenue miles increased from 1 million to just under 1.3 million. Following 2018, revenue miles declined, falling to just over 200,000 revenue miles in 2021. Revenue hours followed a similar pattern, peaking at roughly 75,000 in 2018 and falling to approximately 17,000 in 2021.

Figure A.77 **KVCAP Vehicle Revenue Miles (2016–2021)**

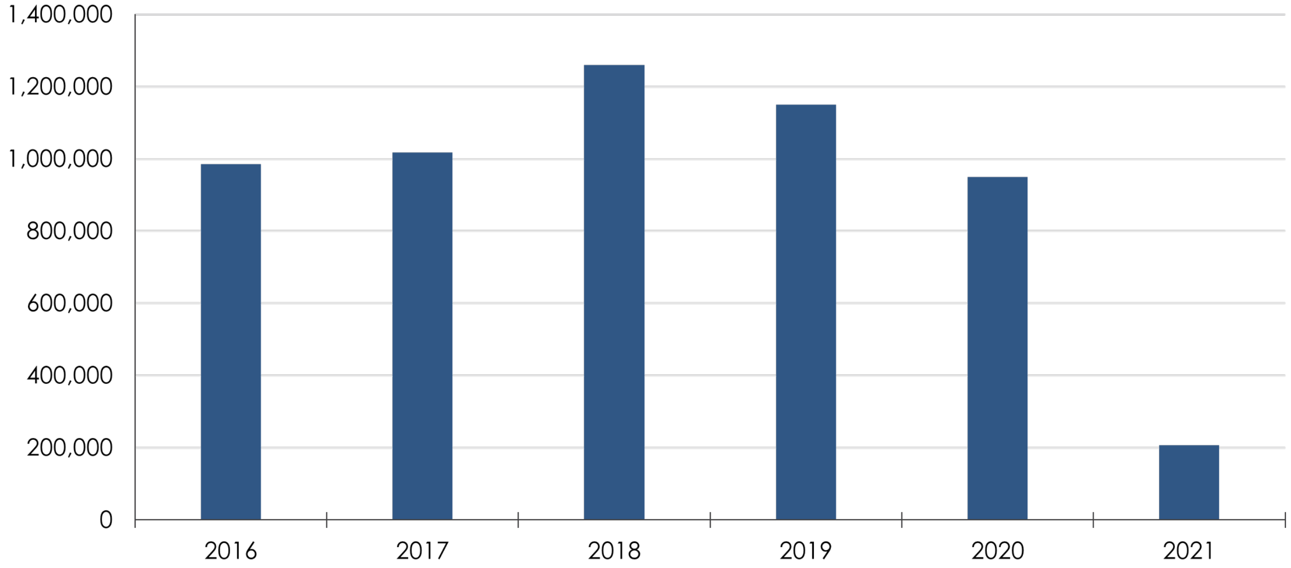
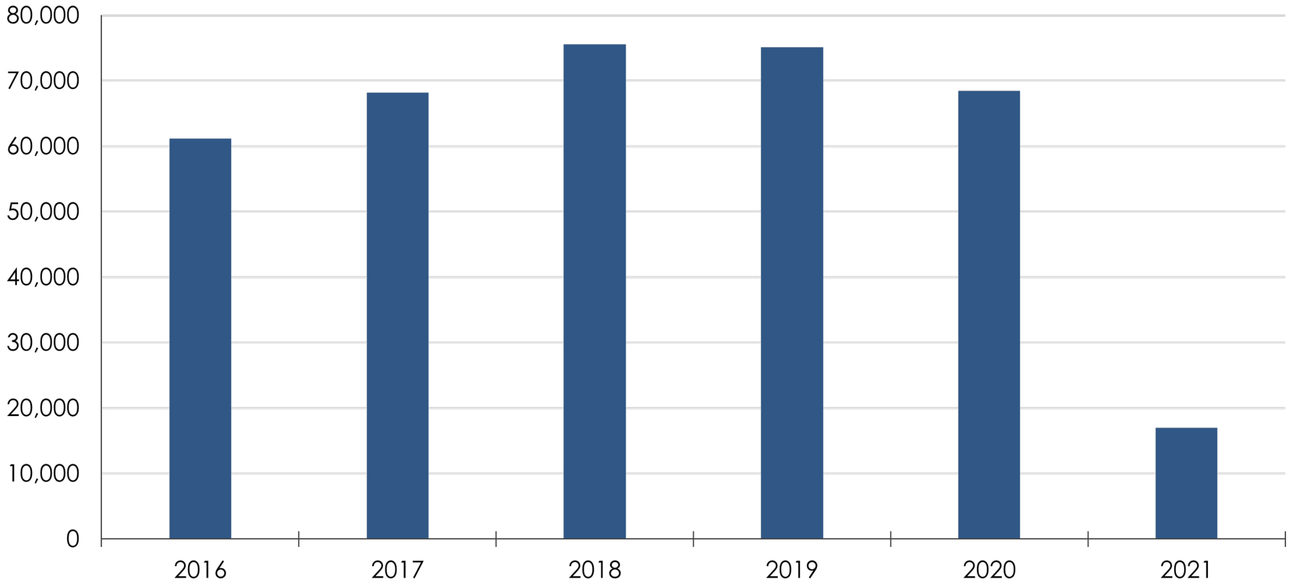


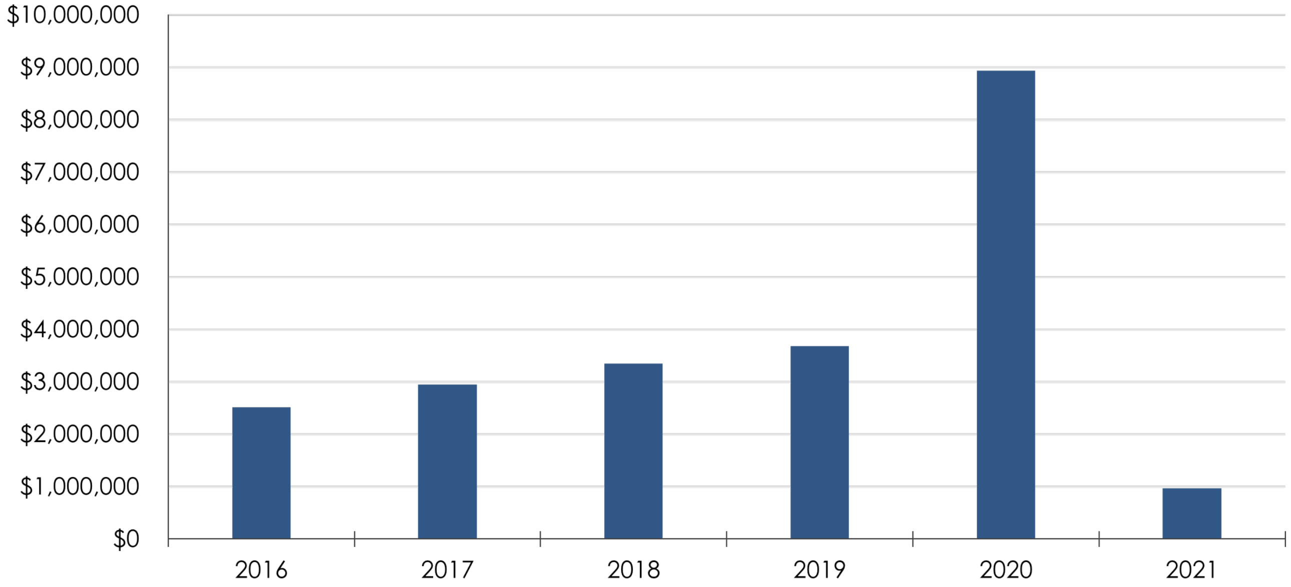
Figure A.78 KVCAP Vehicle Revenue Hours (2016–2021)



Budget Metrics

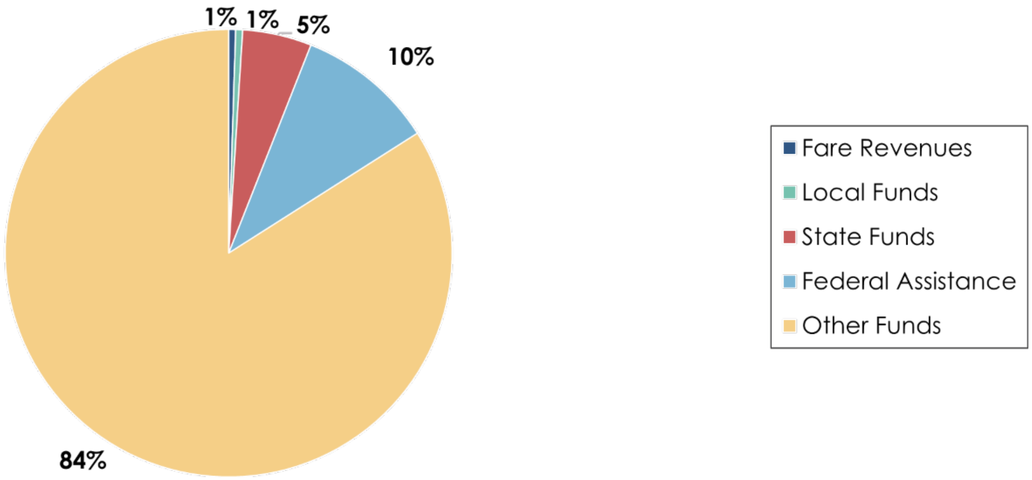
Annual operating expenses for 2016 through 2021 are shown in Figure A.79. Operating expenses varied across the entire period. Following a gradual increase in previous years, operating expenses rose to nearly $9 million in 2020 before dropping to under $1 million in 2021.

Figure A.79 KVCAP Operating Expenses (2016–2021)



The breakdown of operating expense funding sources for 2020 is shown in Figure A.80. In 2020, Other Funds accounted for 84 percent of operating expense funding. Remaining funding was primarily split between Federal assistance and state funds.

Figure A.80 KVCAP Operating Funding Sources (2020)



Service efficiency metrics are shown in Figure A.81 and Figure A.82. Both vehicle revenue mile and vehicle revenue hour operating expenses followed similar patterns to overall operating expenses. This included increases to over $9.00 and $130 respectively in 2020. Following these increases, vehicle revenue mile and vehicle revenue hour operating expenses dropped to under $5.00 and $60.00, respectively.

Figure A.81 KVCAP Operating Expenses per Vehicle Revenue Mile (2016–2021)

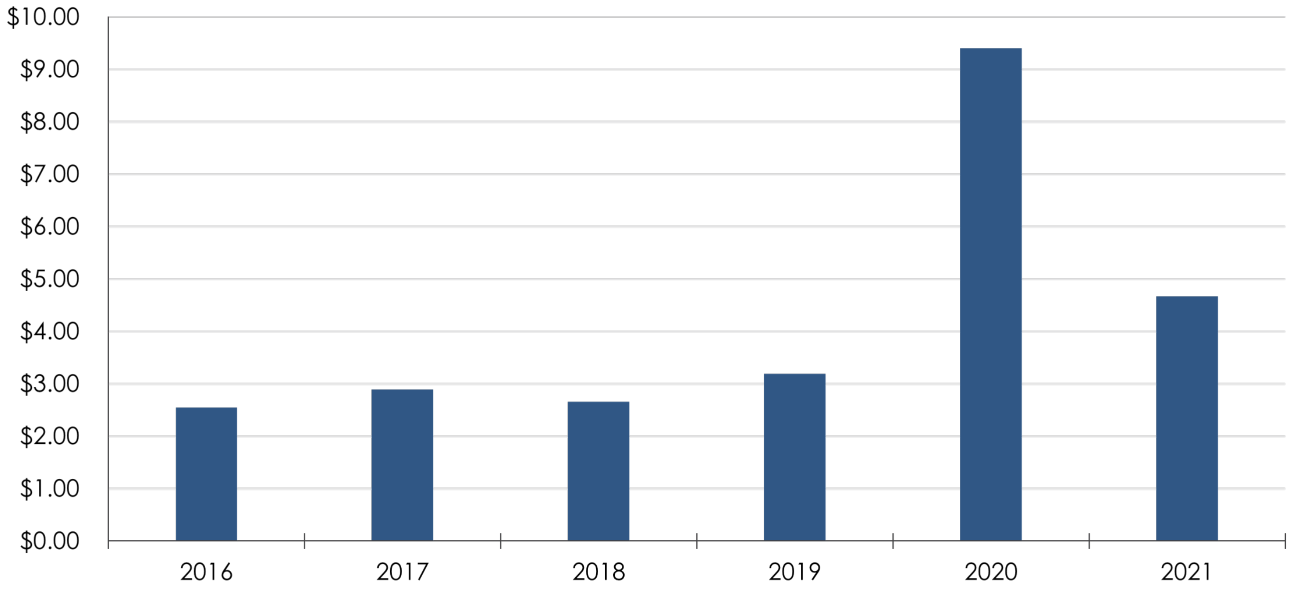
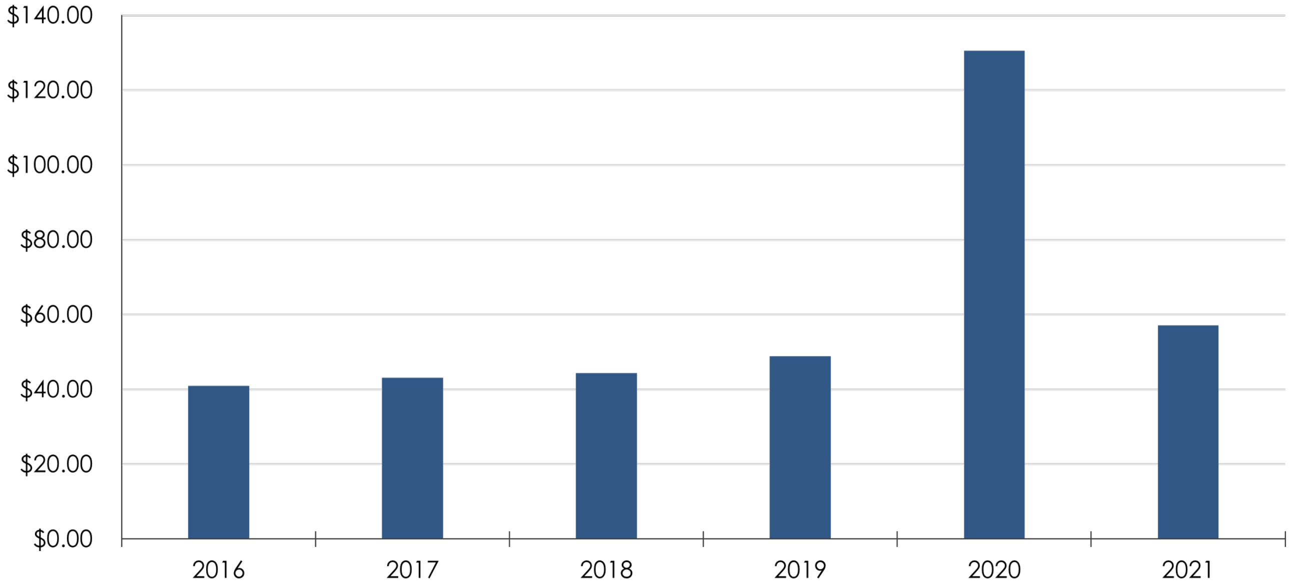
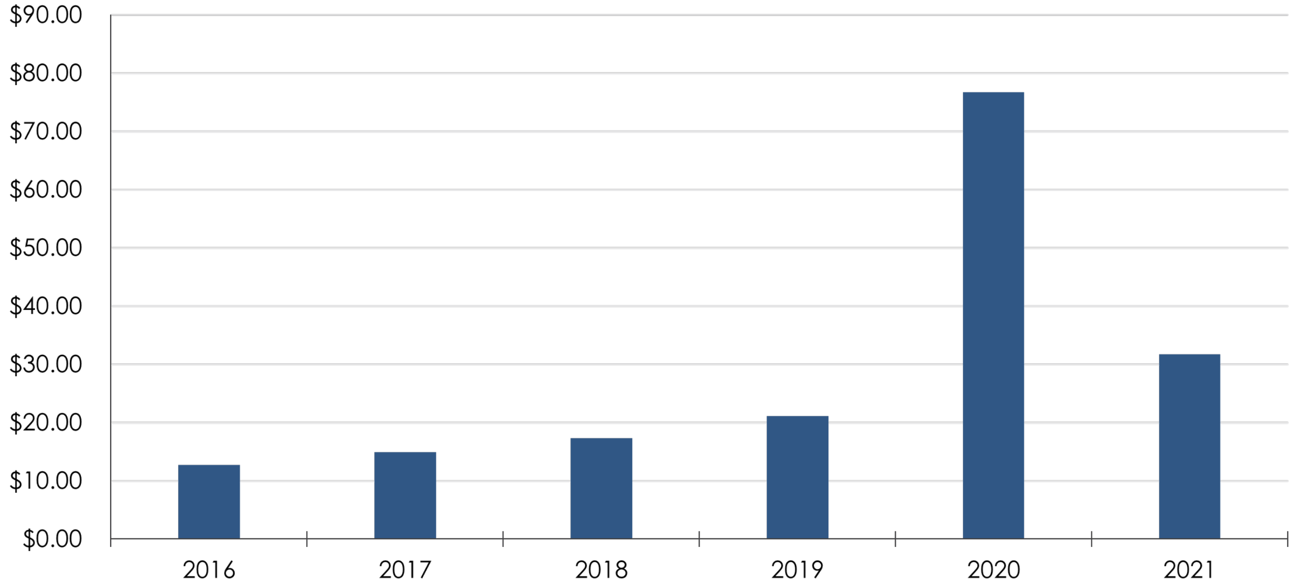


Figure A.82 KVCAP Operating Expenses per Vehicle Revenue Hour (2016–2021)



Operating expenses per unlinked passenger trip are shown in Figure A.83. Per passenger operating expenses also varied, including an increase to $70.00 in 2020. In 2021, per passenger operating expenses dropped to approximately $30.00.

Figure A.83 KVCAP Operating Expenses per Unlinked Passenger Trip (2016–2021)



Organizational Management Structure

Management of KVCAP is comprised of:

- Senior Transportation Director
- Transportation Operations and Business Director
- Director of Fleet Operations

Asset Management

Transit asset management of KVCAP is conducted through the Maine Tier II Transit Asset Management Plan for rural transit agencies. In 2020, the KVCAP fleet consisted of:

- 56 revenue vehicles.

The KVCAP fleet utilized for maximum service consisted of:

- 48 demand response vehicles.
- 6 buses

Technology Capabilities

- **Asset Management Software:** Dossier Systems

A.15 Lewiston—Auburn CityLink

The Lewiston—Auburn CityLink (LATC) consists of fixed route transit services in and around Lewiston and Auburn.

Service Description and Fares

LATC consists of ten fixed routes, and corresponding paratransit service, operating in and around Lewiston and Auburn, and originating from stops within the urbanized areas of the two cities. Services are operated on varying headways of between 30 and 120 minutes, depending on the specific route and time of day. Most routes operate from Monday through Saturday, while select routes operate from Monday through Friday. Concord Coach Lines services Auburn, while Greyhound Lines services Lewiston.

Fare information is shown in Table A.8:

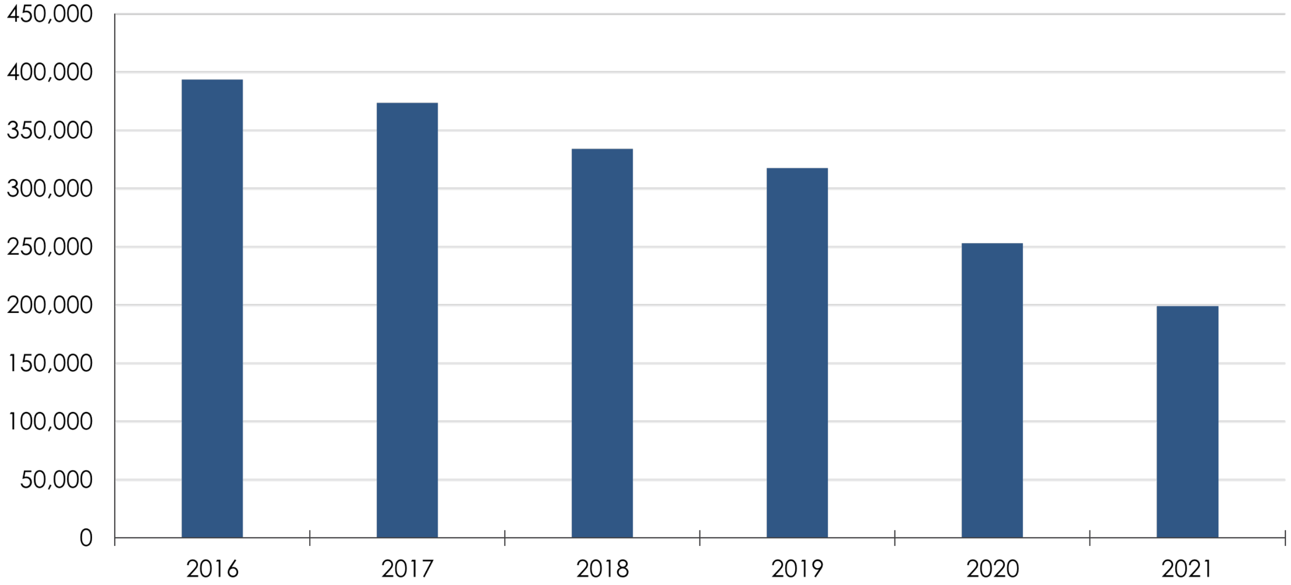
Table A.8 Fare Information

General	
General Public	$1.50
Half Fare	$0.75
Student (High School and Younger)	$1.25
Children (0—5)	Free
Paratransit	
One Way	$3.00
Passes	
Monthly Pass	$36.00
Monthly Student Pass	$18.00

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.84. Between 2016 and 2021, ridership declined from a high of approximately 393,000 in 2016. With the onset of COVID-19 in 2020, ridership dropped to a low of approximately 200,000.

Figure A.84 LATC Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.85 and Figure A.86. Both metrics followed similar patterns of fluctuations through 2021. Both metrics peaked in 2016, with approximately 263,000 revenue hours and 22,000 revenue miles.

Figure A.85 LATC Vehicle Revenue Miles (2016–2021)

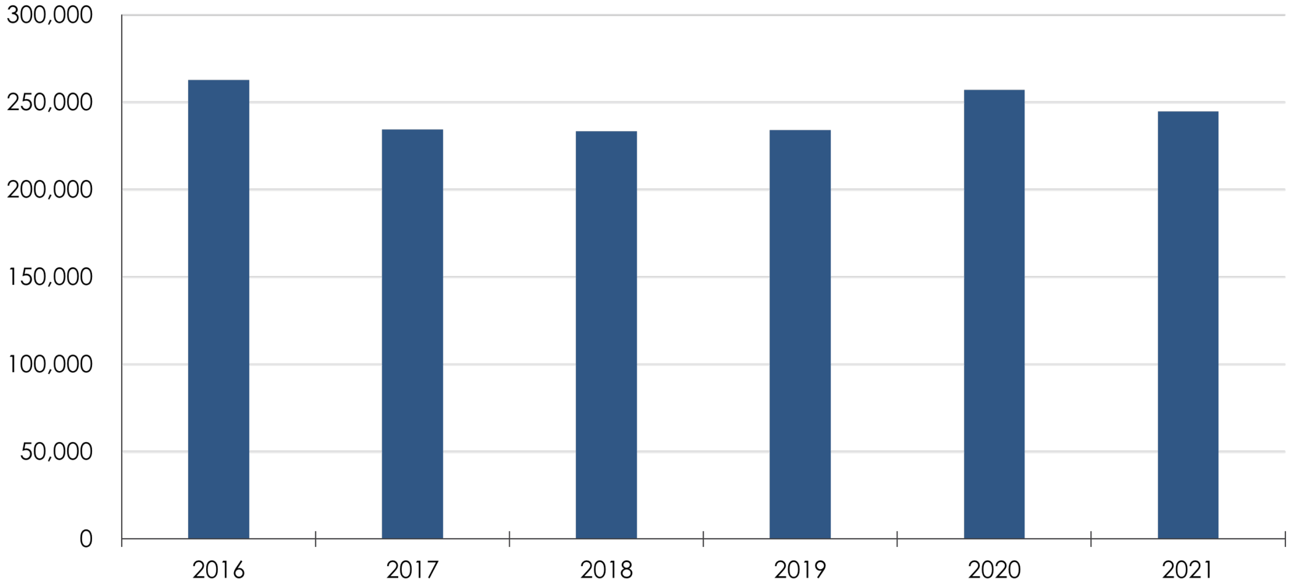
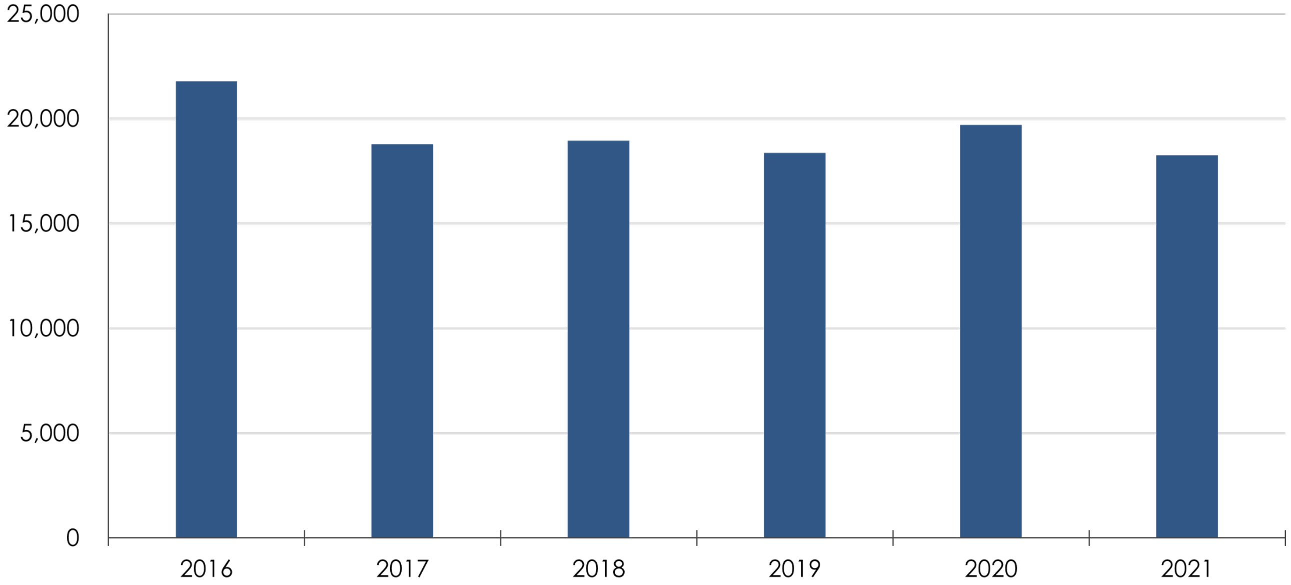


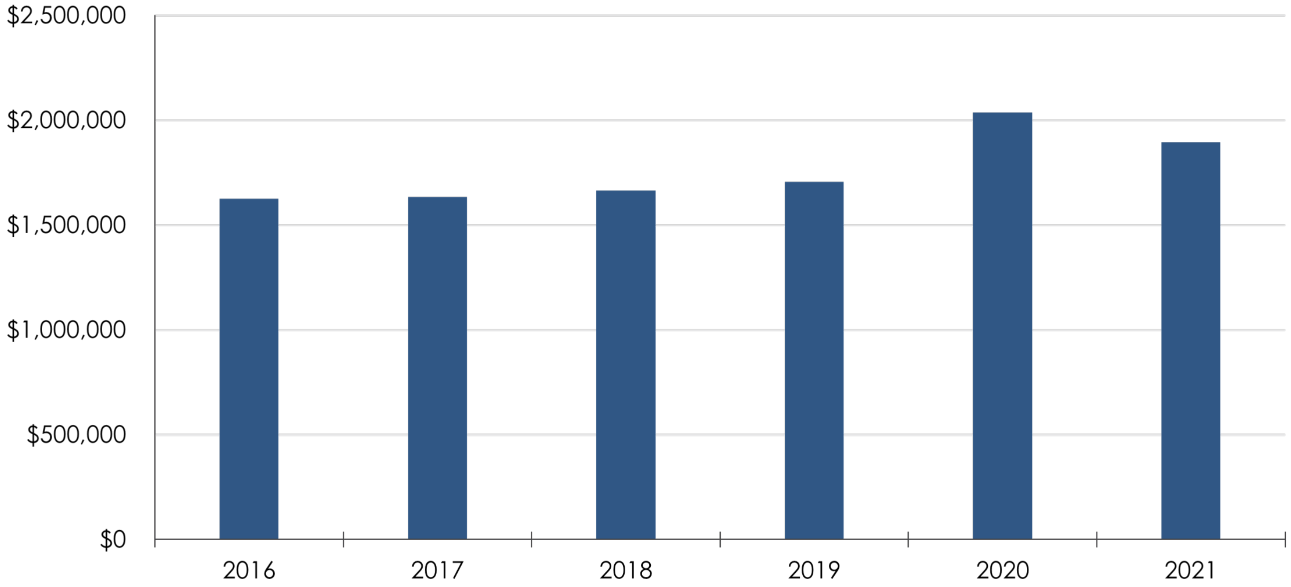
Figure A.86 **LATC Vehicle Revenue Hours (2016–2021)**



Budget Metrics

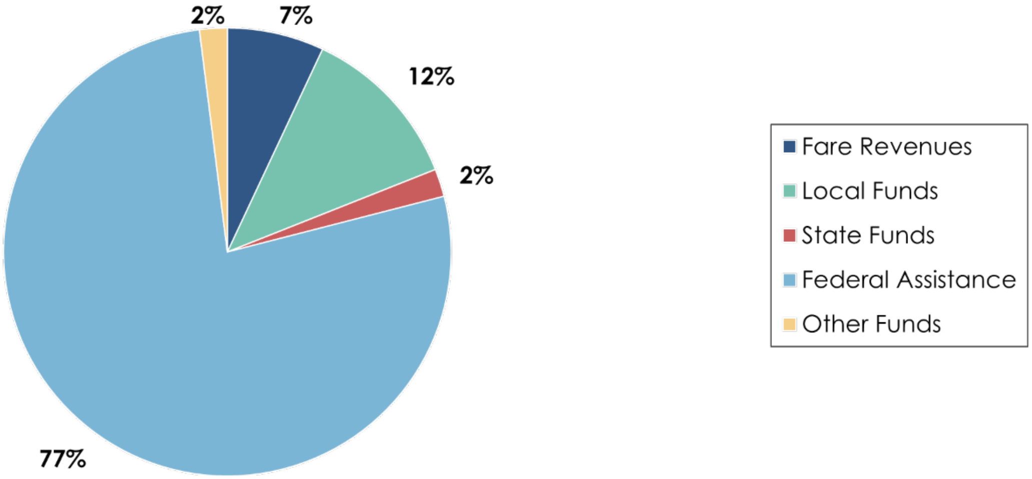
Annual operating expenses for 2016 through 2021 are shown in Figure A.87. From 2016 through 2019, operating expenses remained steady, before rising to over $2 million in 2020. In 2021, operating expenses dropped to approximately $1.9 million.

Figure A.87 **LATC Operating Expenses (2016–2021)**



The breakdown of operating expense funding sources for 2020 is shown in Figure A.88. In 2020, Federal assistance accounted for 77 percent of operating expense funding. Farebox revenue accounted for 7 percent of funding. Remaining funding was largely comprised of local funds, which accounted for 12 percent of total funding.

Figure A.88 LATC Operating Funding Sources (2020)



Service efficiency metrics are shown in Figure A.89 and Figure A.90. Vehicle revenue mile operating expenses increased between 2016 and 2020 to nearly $8.00, before dropping in 2021. Vehicle revenue hour operating expenses followed a similar pattern, also increasing in 2021.

Figure A.89 LATC Operating Expenses per Vehicle Revenue Mile (2016–2021)

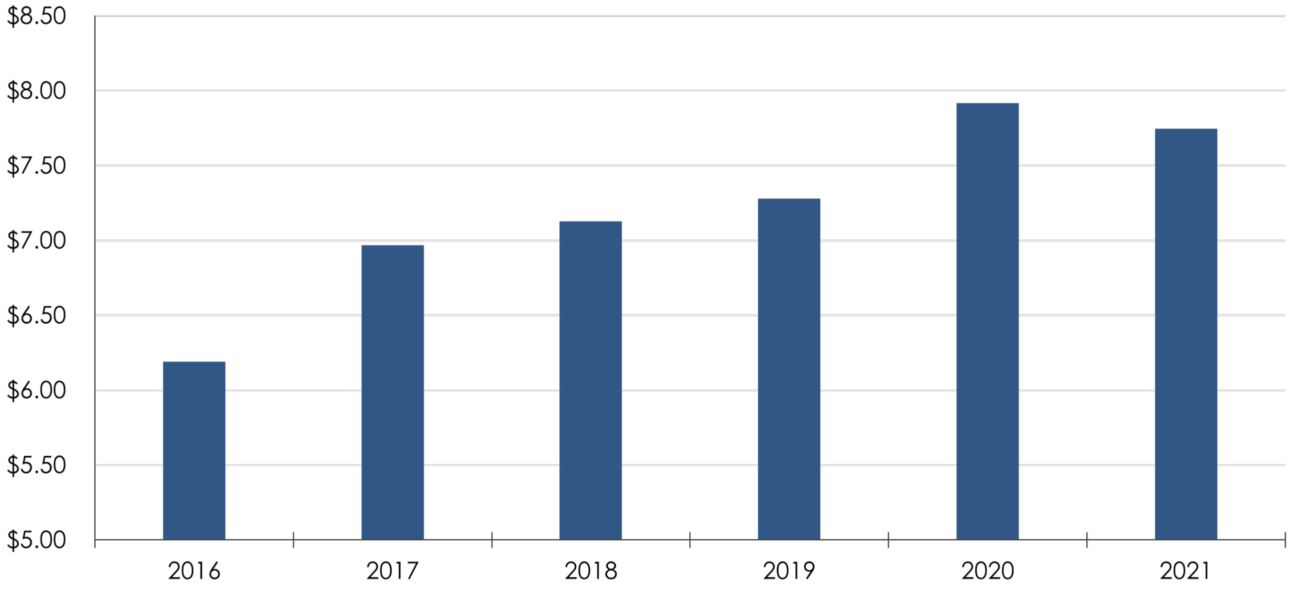
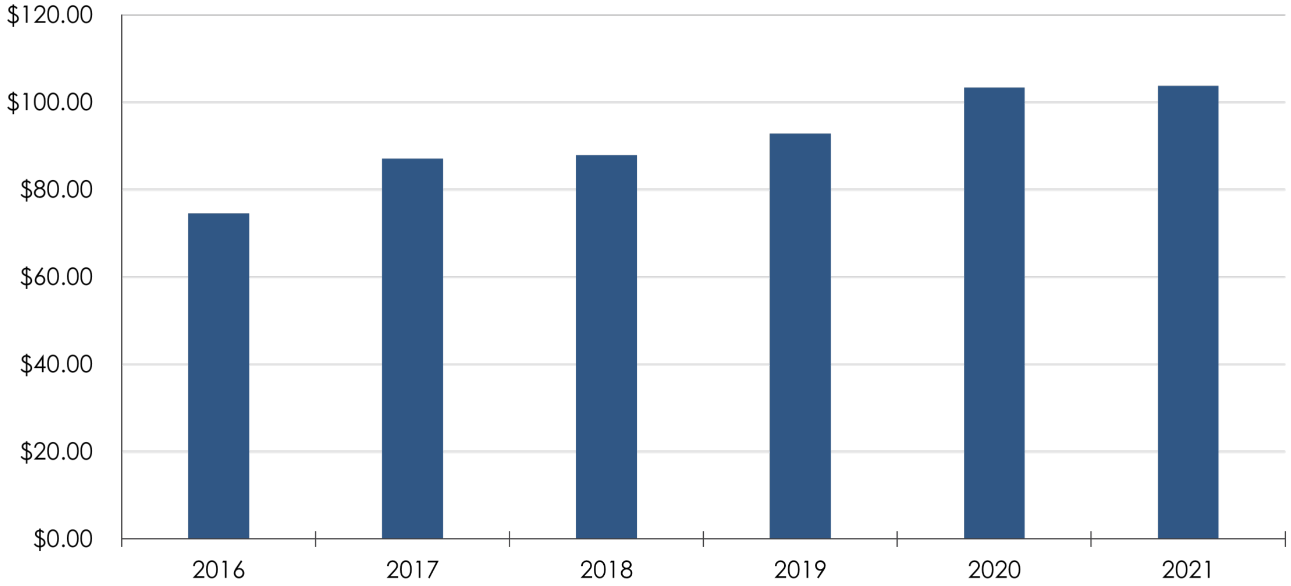
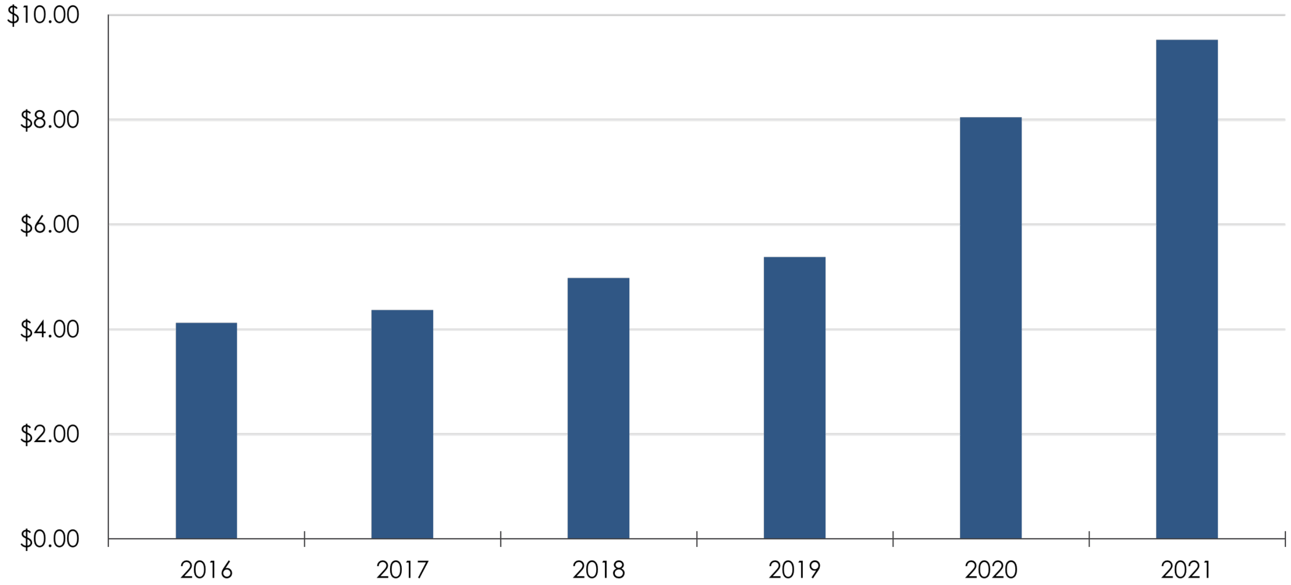


Figure A.90 LATC Operating Expenses per Vehicle Revenue Hour (2016–2021)



Operating expenses per unlinked passenger trip are shown in Figure A.91. Between 2016 and 2021, per passenger operating expenses increased to nearly $10.00 from $4.00.

Figure A.91 LATC Operating Expenses per Unlinked Passenger Trips (2016–2021)



Organizational Management Structure

Management of LATC is conducted by the Lewiston-Auburn Transportation Committee, which was formed by an agreement between the two municipalities. Members are appointed by each municipal council.

Asset Management

Transit asset management of LATC is conducted through the LATC Tier II Transit Asset Management Plan. In 2020, the LATC Transit fleet consisted of:

- 13 revenue vehicles.

The LATC Transit fleet utilized for maximum service consisted of:

- 7 buses.
- 2 demand response vehicles.

Technology Capabilities

LATC utilizes the following software in their operations:

- **GTFS:** Utilized in operations

A.16 Maine State Ferry Service

Maine State Ferry Service consists of ferry services operating to and from multiple inhabited islands off the coast of Maine.

Service Description and Fares

Maine State Ferry Service consists of state-sponsored ferry services operating to and from multiple inhabited and unbridged islands located off of Maine's Mid Coast. This includes:

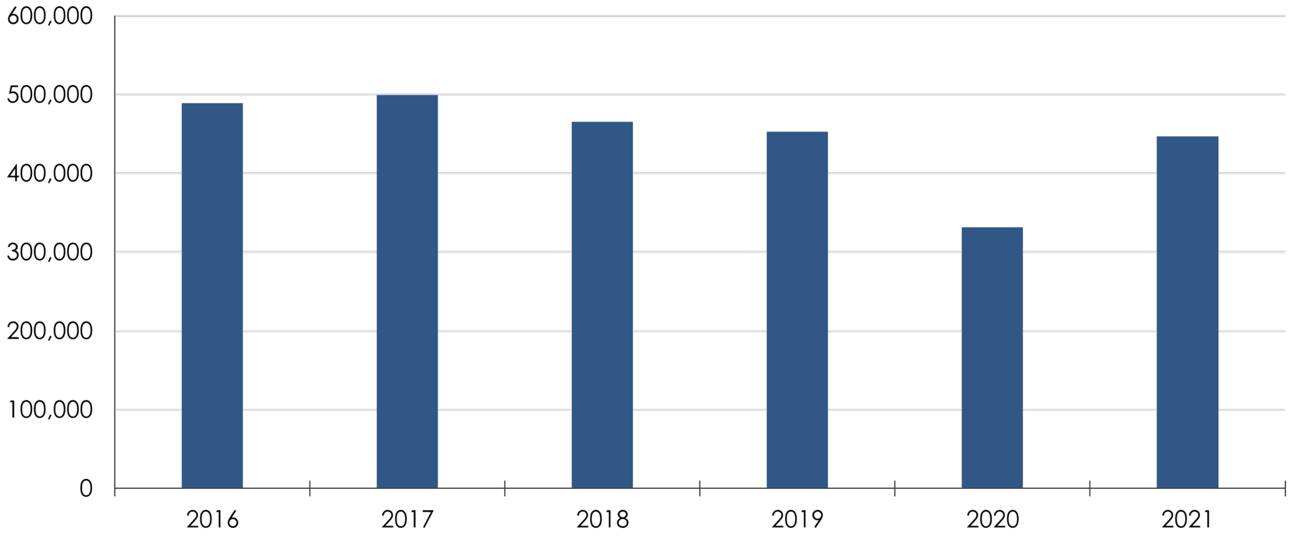
- **Bass Harbor—Frenchboro:** Year-round service to Frenchboro from Bass Harbor.
- **Bass Harbor—Swan's Island:** Year-round service to Swan's Island from Bass Harbor.
- **Lincolnville—Islesboro:** Year-round service to Islesboro from Lincolnville.
- **Rockland—Matinicus:** Year-round service to Matinicus from Rockland.
- **Rockland—North Haven:** Year-round service to North Haven from Rockland.

Fares vary based on the particular service and time of the year (peak summer, or off-peak).

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.92. From 2016 through 2019, ridership ranged from 450,000 to 500,000. Following a drop in 2020, ridership rebounded in 2021 to just under 450,000.

Figure A.92 Maine State Ferry Service Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.93 and Figure A.94. From 2016 through 2019, revenue miles and revenue hours held at approximately 140,000 and just under 14,000, respectively. Following a drop in 2020, both metrics rose to approximately 131,000 and 13,000, respectively.

Figure A.93 Maine State Ferry Service Revenue Miles (2016–2021)

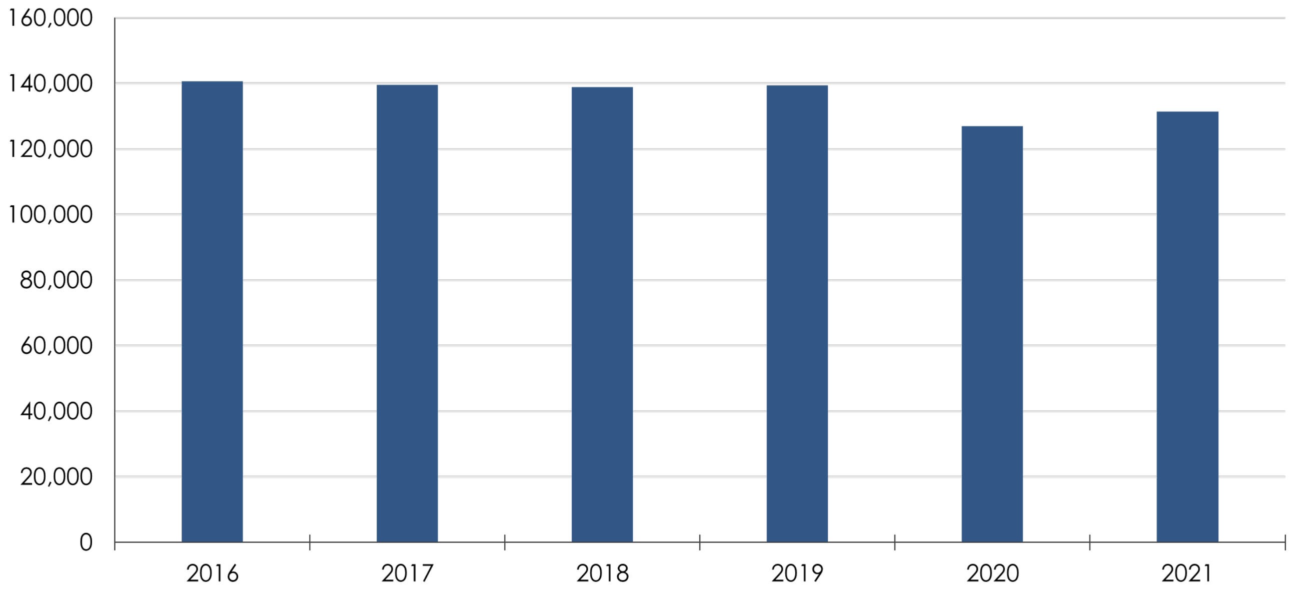
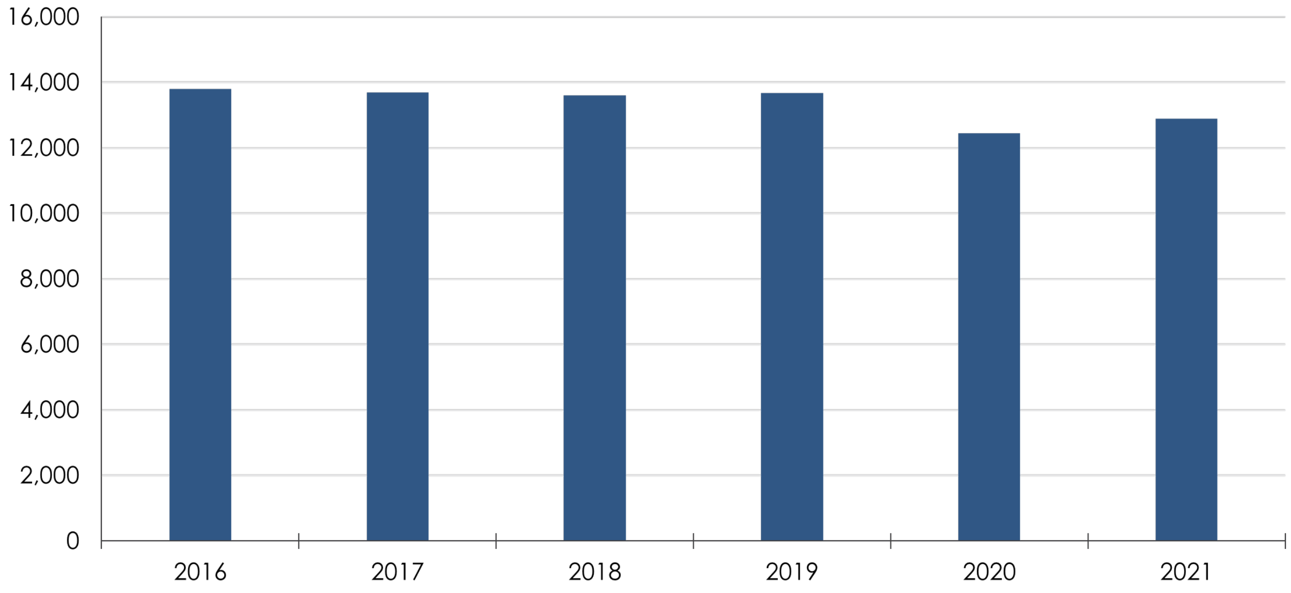


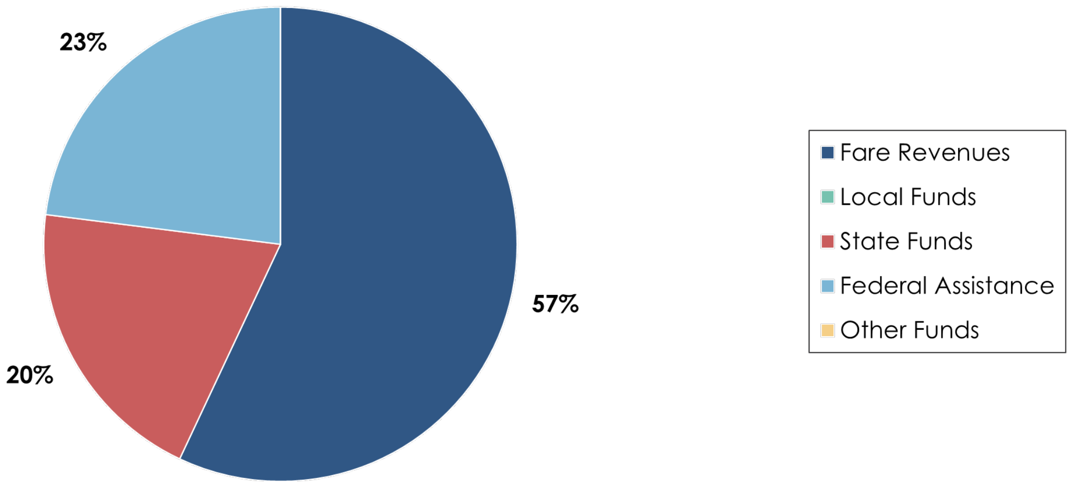
Figure A.94 Maine State Ferry Service Revenue Hours (2016–2021)



Budget Metrics

The breakdown of operating expense funding sources for 2020 is shown in Figure A.95. In 2020, fare revenues accounted for 57 percent of operating expense funding. Remaining funding was comprised of local funds (23 percent) and state funds (20 percent).

Figure A.95 Maine State Ferry Service Operating Funding Sources (2020)



Asset Management

Transit asset management of Maine State Ferry Service is conducted through the Maine Tier II Transit Asset Management Plan for rural transit agencies. In 2020, the Maine State Ferry Service fleet consisted of:

- 7 ferryboats.
- 6 service vehicles.

The Maine State Ferry Service fleet utilized for maximum service consisted of:

- 7 ferryboats.

A.17 Northern New England Passenger Rail Authority

The Northern New England Passenger Rail Authority (NNEPRA) is the business manager for Amtrak Downeaster rail service.

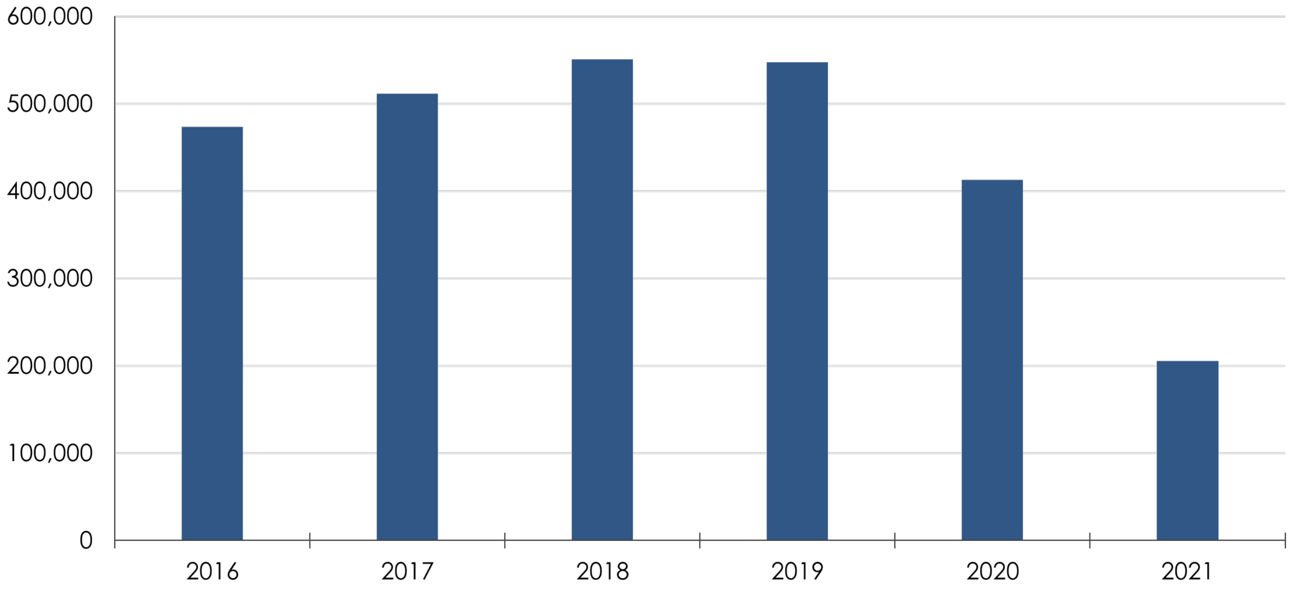
Service Description and Fares

Amtrak Downeaster service consists of five daily runs between Boston and Brunswick. Stops in Maine include Wells, Saco, Portland, Freeport, and Brunswick. Fares vary between $3.00 and $30.00 depending on the specific origin and destination for general adult fares.

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.96. Between 2016 and 2018, ridership rose to a high of just over 550,000 trips. Following a drop in 2019, ridership dropped to approximately 412,000 in 2020 with the onset of the COVID-19 pandemic. In 2021, ridership dropped to just over 200,000.

Figure A.96 NNEPRA Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.97 and Figure A.98. With the exception of 2020, revenue miles were above 2 million. Revenue hours reached a high of approximately 82,000 in 2019, before dropping to under 70,000 through 2021.

Figure A.97 NNEPRA Vehicle Revenue Miles (2016–2021)

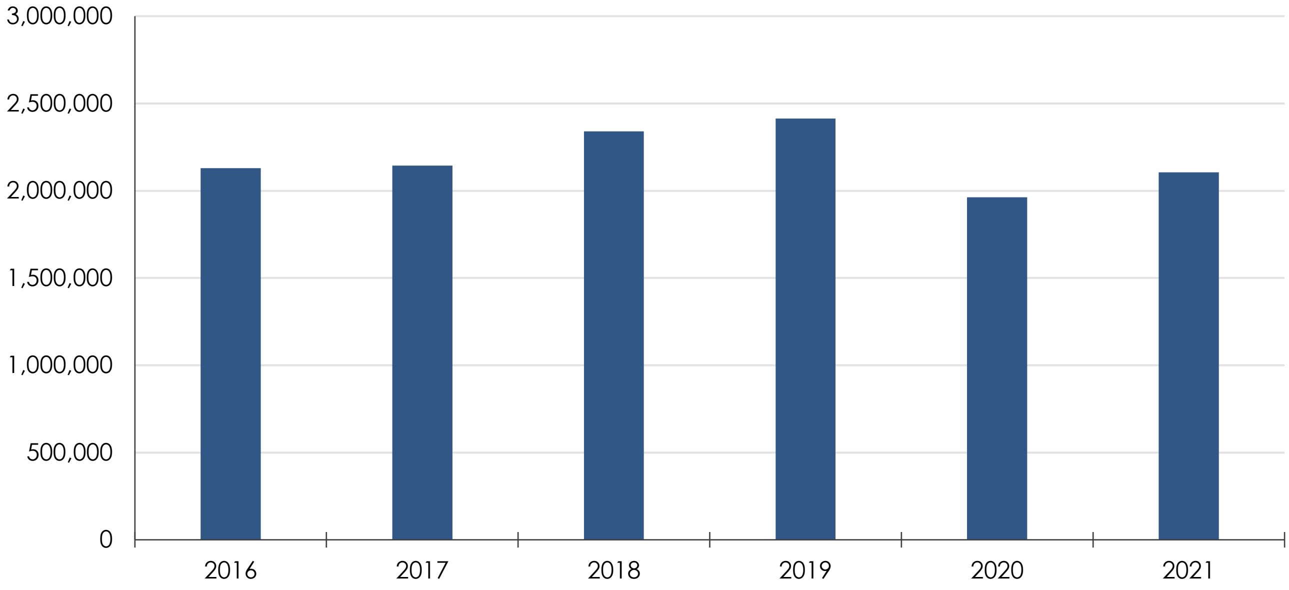
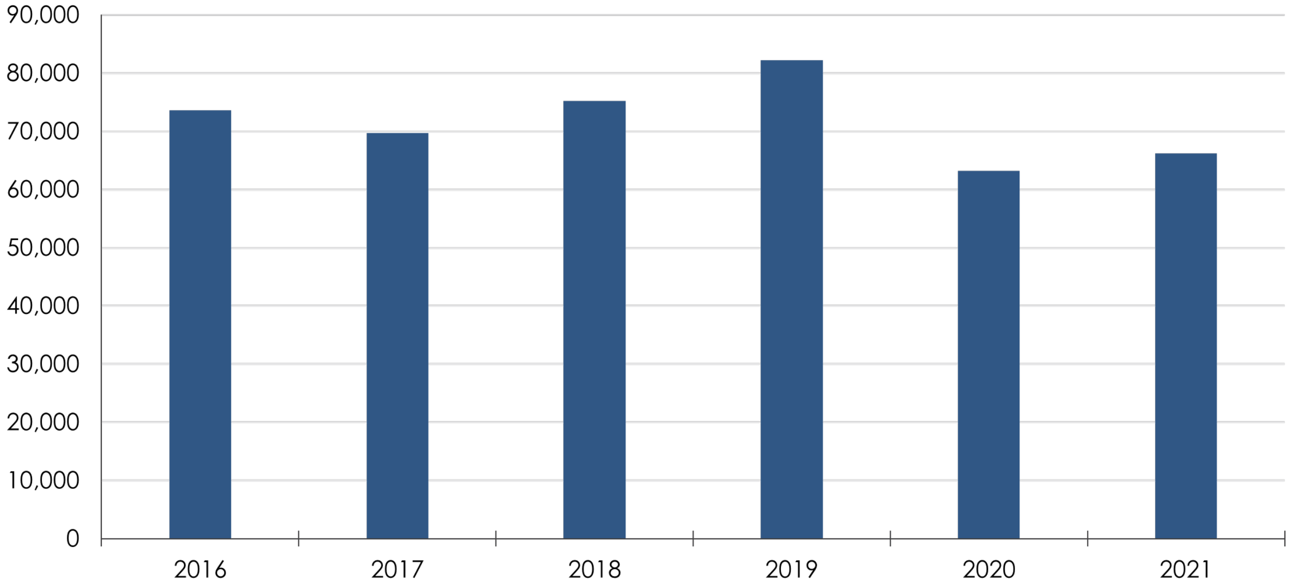


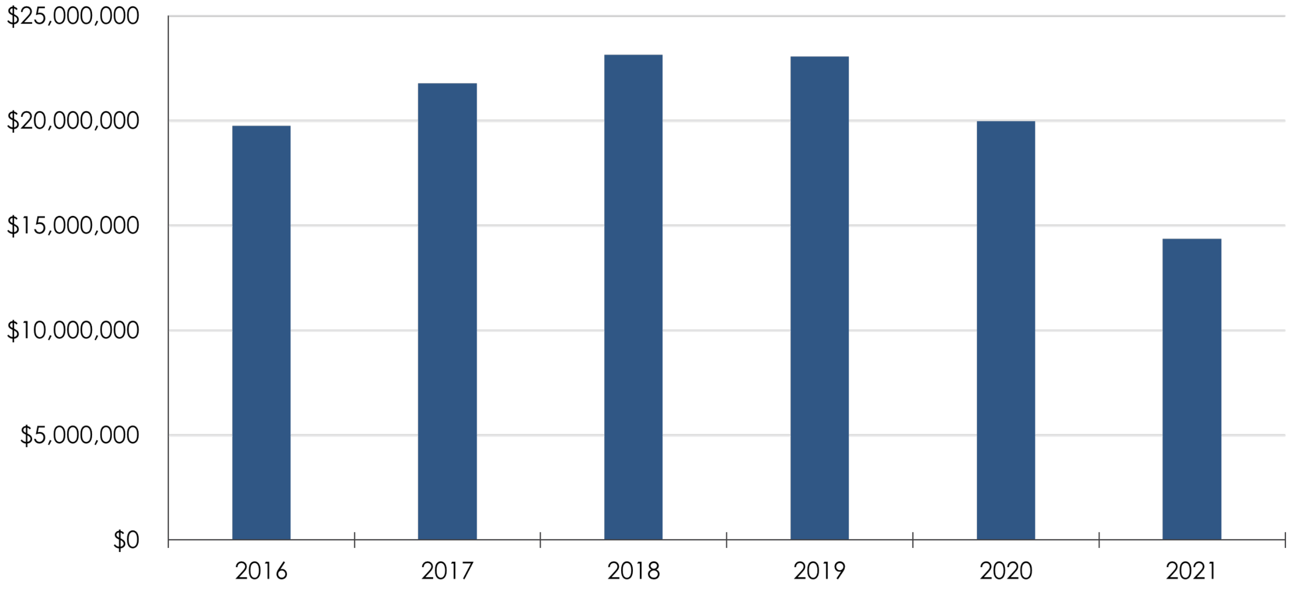
Figure A.98 NNEPRA Vehicle Revenue Hours (2016–2021)



Budget Metrics

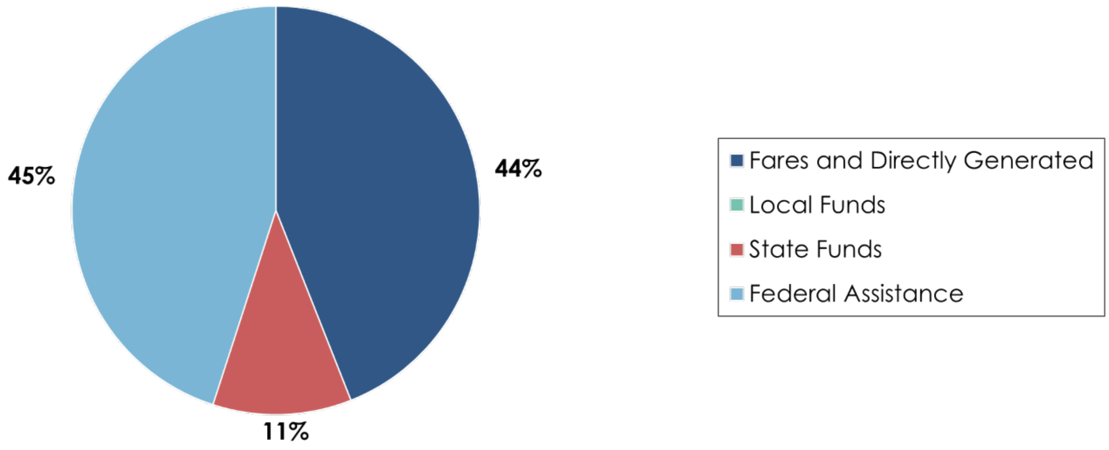
Annual operating expenses for 2016 through 2021 are shown in Figure A.99. Between 2016 and 2020, operating expenses ranged from just under $20 million and approximately $23 million, hitting a peak in 2018. In 2021, operating expenses dropped to under $15 million.

Figure A.99 NNEPRA Operating Expenses (2016–2021)



The breakdown of operating expense funding sources for 2020 is shown in Figure A.100. In 2020, farebox revenue and Federal assistance accounted for 44 percent and 45 percent respectively of operating expense funding. The remaining 11 percent of funding was comprised of state funds.

Figure A.100 NNEPRA Operating Funding Sources (2020)



Service efficiency metrics are shown in Figure A.101 and Figure A.102. Between 2016 and 2020, vehicle revenue mile operating expenses ranged between approximately $9.20 and $10.20, with peaks in 2017 and 2020. Vehicle revenue hour operating expenses also fluctuated between approximately $260 and $320, with peaks in 2017 and 2020. In 2021, both metrics dropped to under $7.00 and $220, respectively.

Figure A.101 NNEPRA Operating Expenses per Vehicle Revenue Mile (2016–2021)

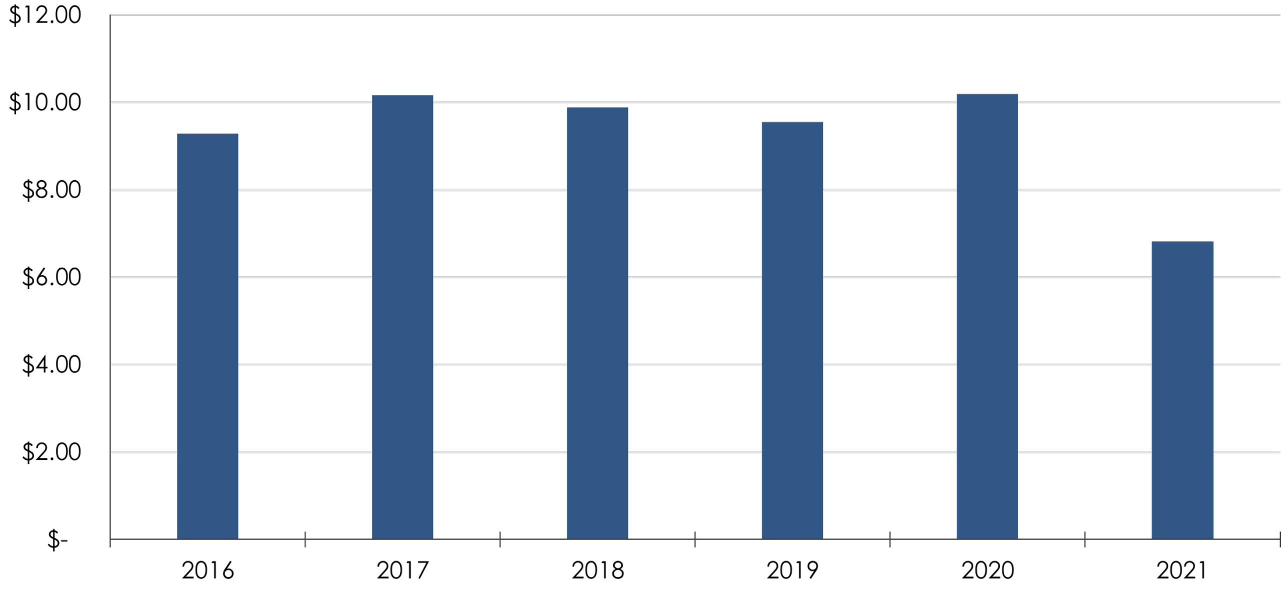
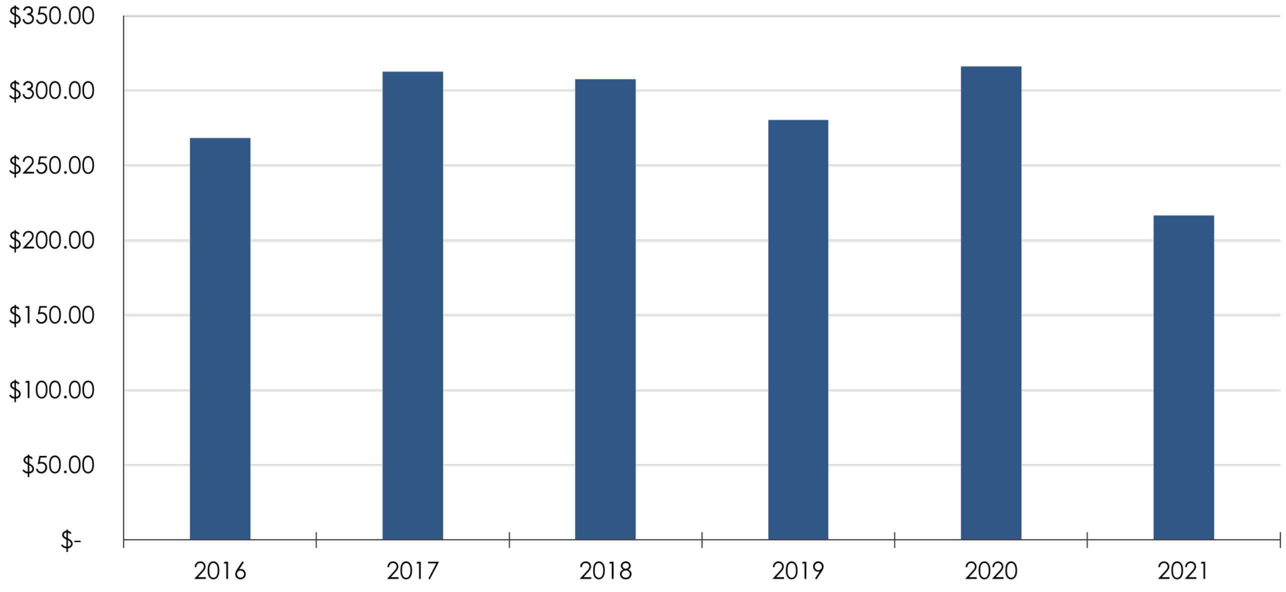
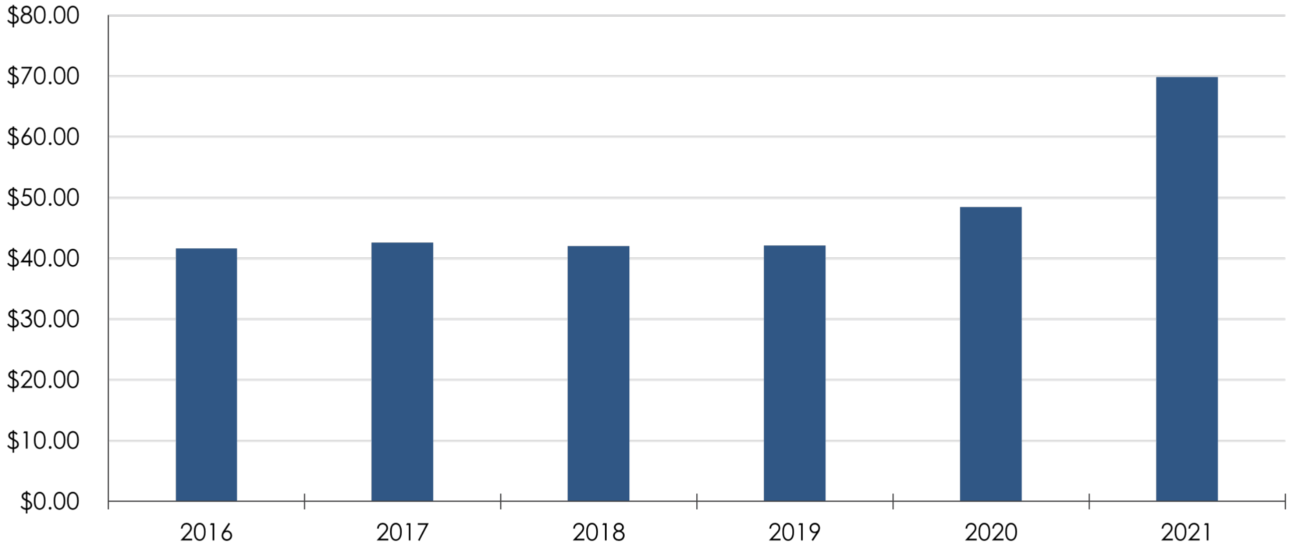


Figure A.102 NNEPRA Operating Expenses per Vehicle Revenue Hour (2016–2021)



Operating expenses per unlinked passenger trip are shown in Figure A.103. Between 2016 and 2019, per passenger operating expenses held at approximately $42.00. In 2020 and 2021, per passenger operating expenses rose to approximately $48.00 and $70.00, respectively.

Figure A.103 NNEPRA Operating Expenses per Unlinked Passenger Trip (2016–2021)



Organizational Management Structure

NNEPRA is a State of Maine public transportation authority created to develop and provide passenger rail service between Maine and Boston. The NNEPRA Board of Directors, appointed by the Governor of Maine, is supported by the collective efforts of the staff to develop operating strategies, marketing programs, community relations, food service, and service planning activities for the Amtrak Downeaster.

Management of NNEPRA is comprised of:

- Executive Director
- Grant and Policy Administrator
- Finance Manager
- Marketing Director
- Manager of Passenger Services
- Manager of Special Projects
- Data Specialist

Asset Management

Transit asset management of NNEPRA is conducted through the NNEPRA Transit Asset Management Plan. In 2020, the NNEPRA fleet consisted of:

- 21 commuter railcars.

The NNEPRA fleet utilized for maximum service consisted of:

- 21 commuter railcars.

A.18 Penquis Community Action Program

Penquis Community Action Program (Penquis CAP) is a Regional Transportation Program serving Penobscot, Piscataquis, Kennebec, and Somerset counties.

Service Description and Fares

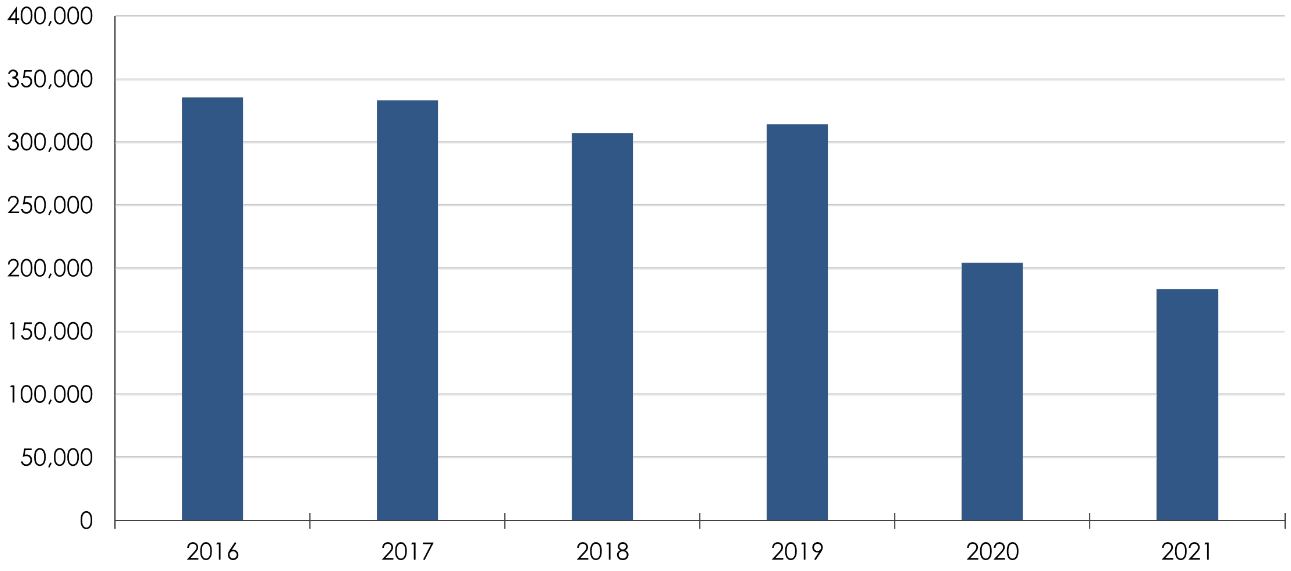
Penquis CAP coordinates multiple transportation services and programs for its service areas, including:

- **MaineCare Covered Transportation:** Coordination of MaineCare rides for Penobscot, Piscataquis, Kennebec, and Somerset counties, including through volunteer drivers, taxi services, and the Bangor Community Connector.
- **Demand-Response Service:** Available to every town in Penobscot and Piscataquis Counties at least one day per week, with two-day advance notice required. Fares vary based on specific origins and destinations and range from $0.50 to $7.00 per trip.

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.104. From 2016 through 2019, ridership remained above 300,000. With the onset of COVID-19 in 2020, ridership dropped to just over 200,000 and to just over 180,000 in 2021.

Figure A.104 Penquis CAP Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.105 and Figure A.106. Between 2016 and 2019, revenue miles ranged between 5.8 million and 7 million, before dropping to under 3.5 million in 2020 and 2021. Revenue hours peaked at 266,000 in 2018 before dropping to just over 70,000 in 2021.

Figure A.105 Penquis CAP Vehicle Revenue Miles (2016–2021)

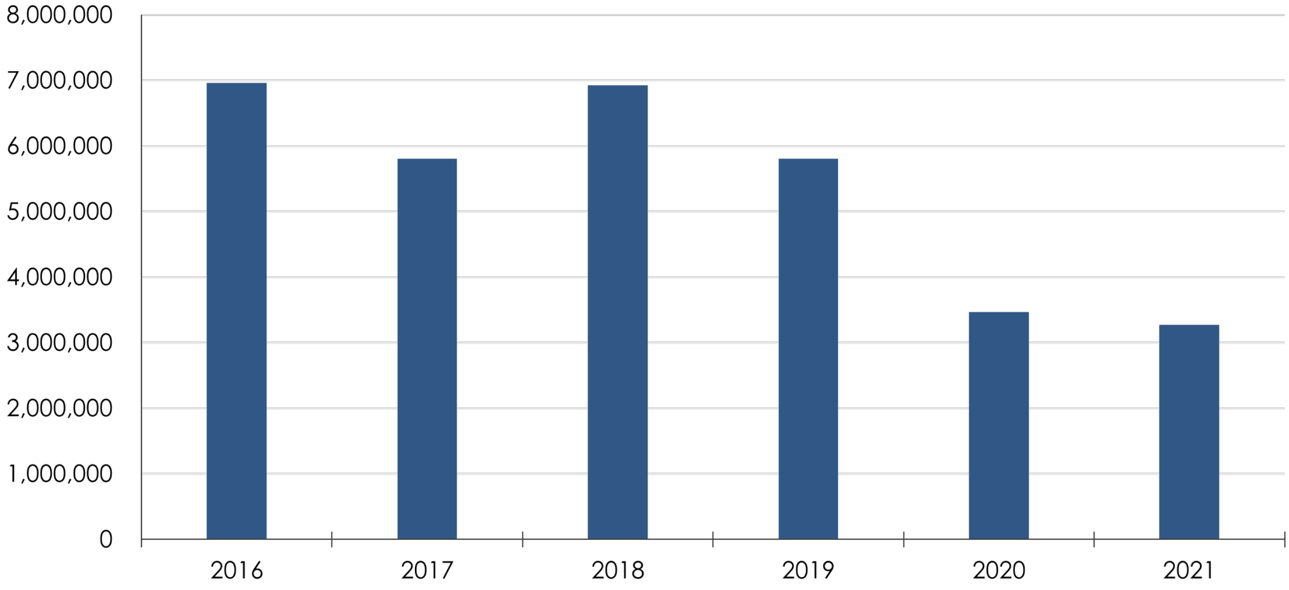
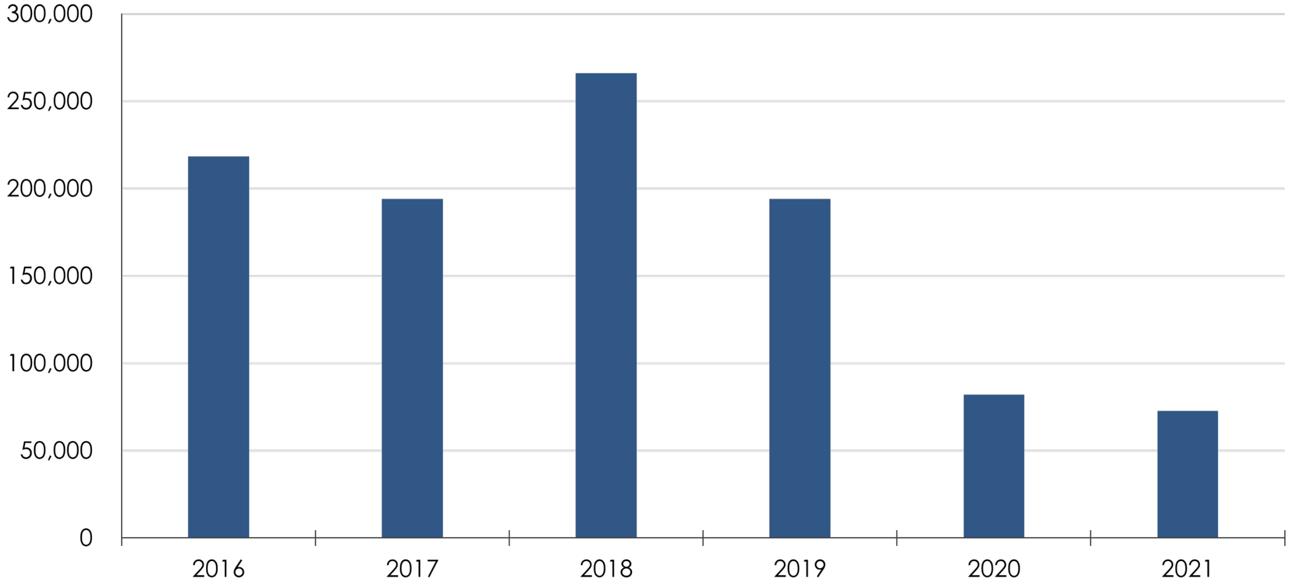


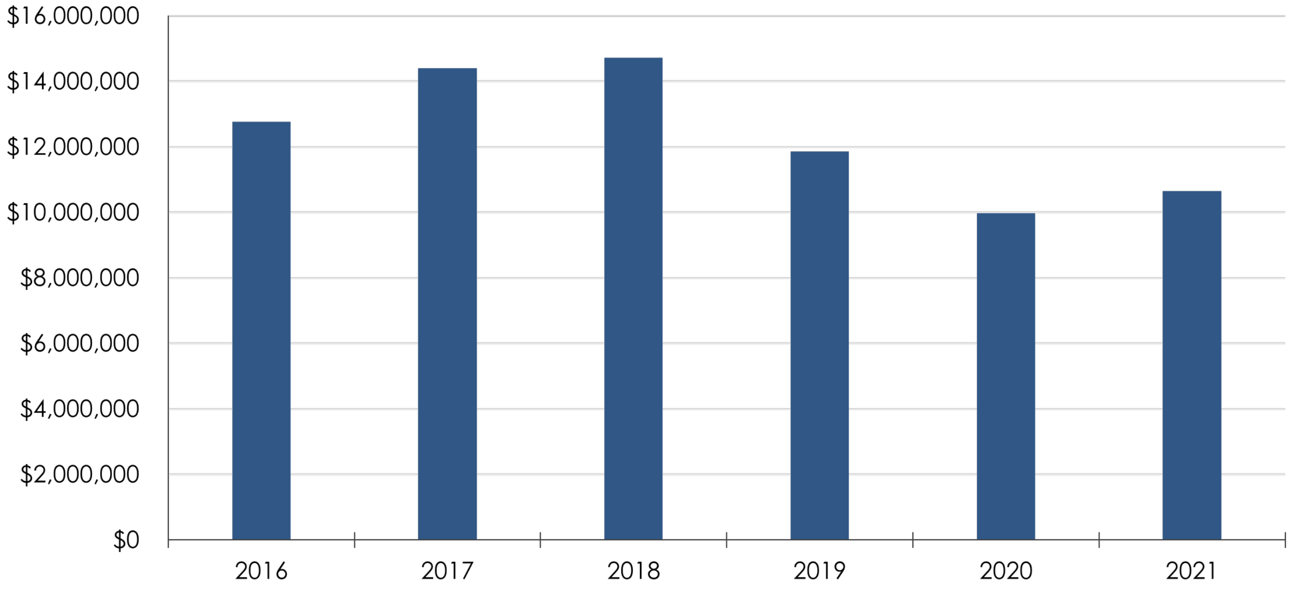
Figure A.106 Penquis CAP Vehicle Revenue Hours (2016–2021)



Budget Metrics

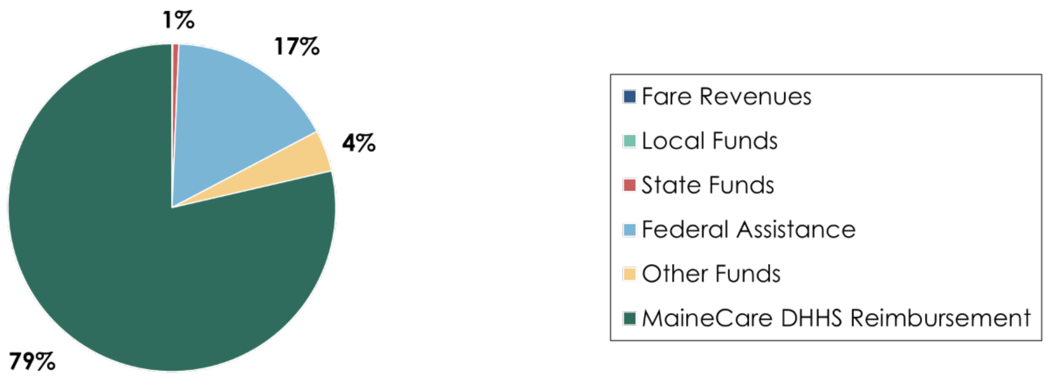
Annual operating expenses for 2016 through 2021 are shown in Figure A.107 below. From 2016 through 2018, operating expenses rose from $12.8 million to $14.7 million. These figures dropped to a low of approximately $10 million in 2020 before increasing in 2021.

Figure A.107 Penquis CAP Operating Expenses (2016–2021)



The breakdown of operating expense funding sources for 2020 is shown in Figure A.108. In 2020, the majority of funding (78 percent) stemmed from the reimbursement of MaineCare trips. Remaining funding was mostly comprised of Federal assistance, which accounted for 17 percent of total funding.

Figure A.108 Penquis CAP Operating Funding Sources (2020)



Service efficiency metrics are shown in Figure A.109 and Figure A.110. Vehicle revenue mile operating expenses held at approximately $2.00 between 2016 and 2019, before increasing to $3.25 through 2021. Vehicle revenue hour operating expenses remained at $55.00 between 2016 and 2018, before rising to approximately $61.00 in 2019. Through 2021, vehicle revenue hour operating expenses rose to nearly $150.

Figure A.109 Penquis CAP Operating Expenses per Vehicle Revenue Mile (2016–2021)

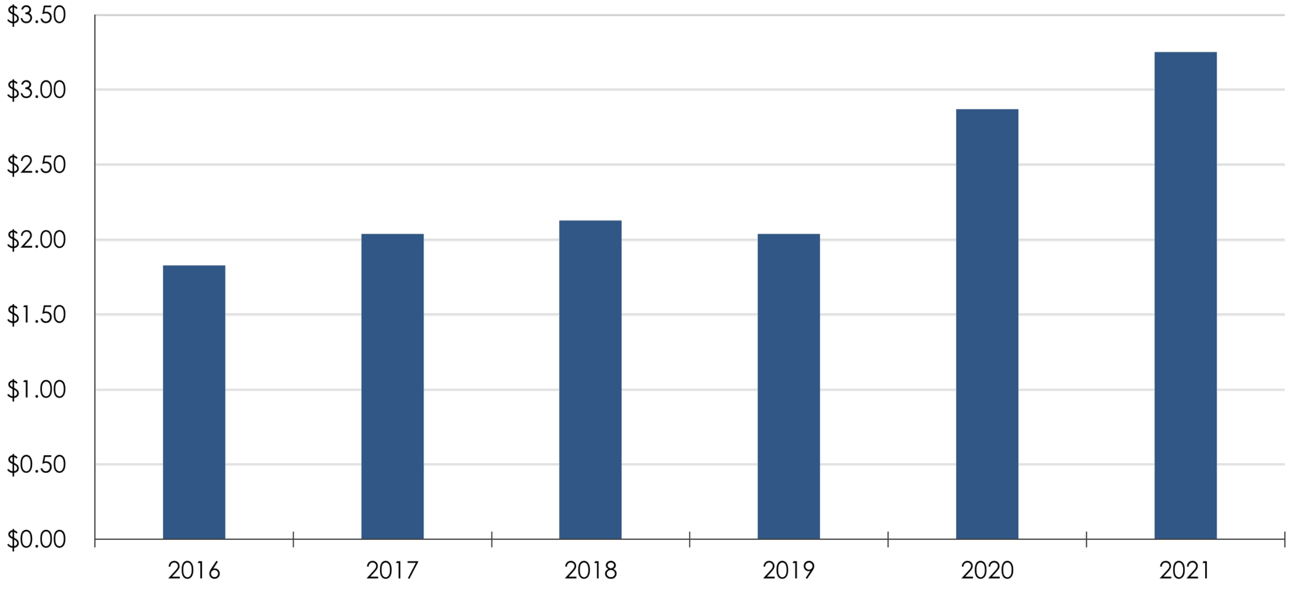
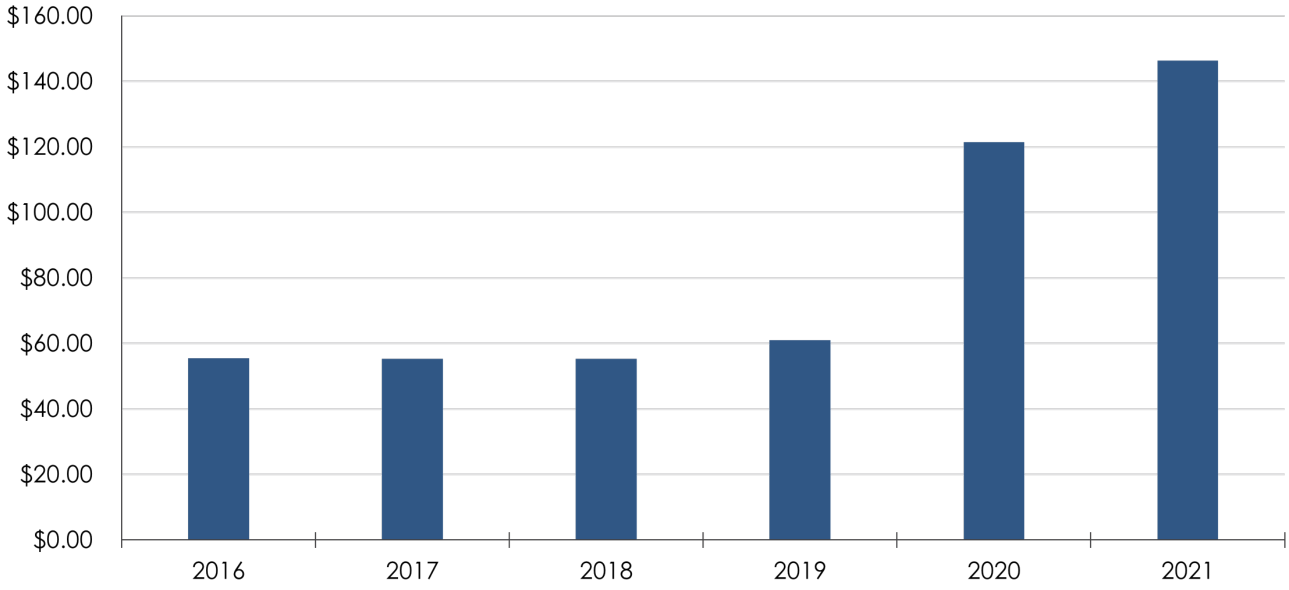
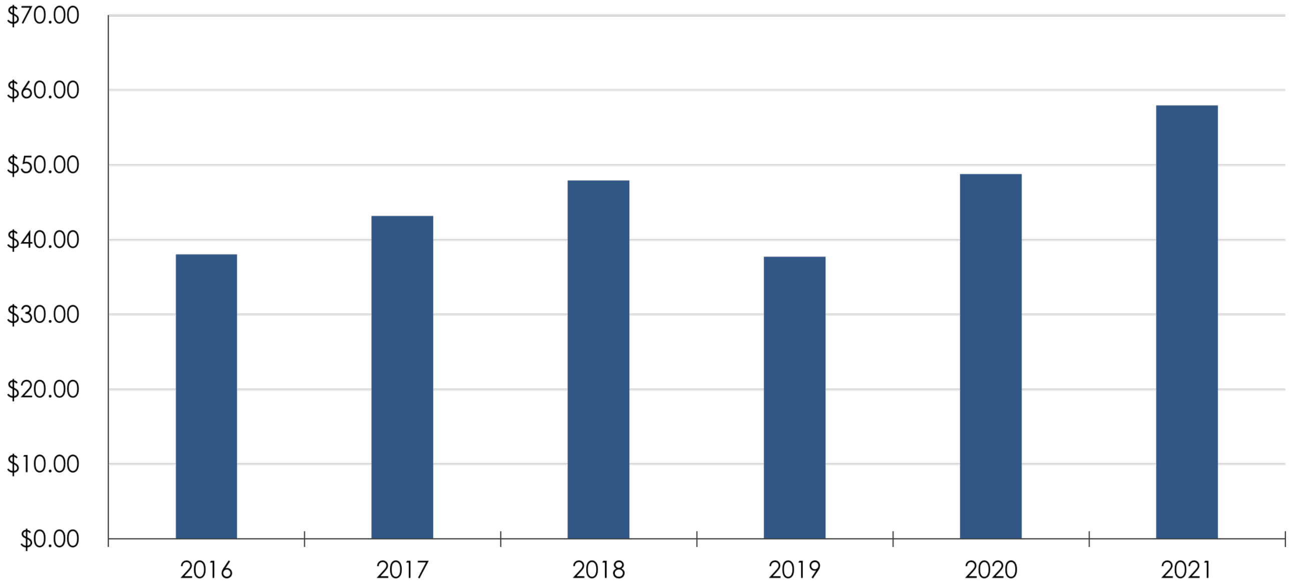


Figure A.110 Penquis CAP Operating Expenses per Vehicle Revenue Hour (2016–2021)



Operating expenses per unlinked passenger trip are shown in Figure A.111. Between 2016 and 2020, per passenger operating expenses fluctuated between approximately $38.00 and $48.00. In 2021, per passenger operating expenses rose to nearly $58.00.

Figure A.111 Penquis CAP Operating Expenses per Unlinked Passenger Trip (2016–2021)



Organizational Management Structure

Management of Penquis CAP is comprised of:

- Director
- Deputy Director
- Operations Manager
- Division Manager
- Dispatch Team
- Hybrid Local and Remote Call Center
- Reimbursement Specialists

Asset Management

Transit asset management of Penquis CAP is conducted through the Penquis CAP Lynx Mobility Services Comprehensive Asset Management Plan. In 2020, the Penquis CAP fleet consisted of:

- 23 revenue vehicles.

Technology Capabilities

Penquis CAP utilizes the following software in their operations:

- **Scheduling Software:** HBSS QRyde
- **Asset Management Software:** Abila MIP—central accounting, HBSS—dispatch and management, Azuga—GPS monitoring
- **Computer Aided Dispatch / Automatic Vehicle Location (CAD/AVL):** HBSS QRyde

Penquis CAP noted the use of Microsoft Teams across all staff. Additionally, drivers have ‘push to talk’ phones and tablets for communication with dispatch.

A.19 Regional Transportation Program

The Regional Transportation Program (RTP) is one of eight Regional Transportation Programs providing transportation services in Maine. RTP serves Portland and Cumberland County.

Service Description and Fares

RTP consists of the following transportation services:

- **Lakes Region Explorer:** Weekday scheduled services along Route 302 into and out of Portland.
- **General Demand-Response Services:** Operated throughout Cumberland County.

In addition to these services, RTP operates the complementary paratransit program of Greater Portland Metro bus service and South Portland Bus Service. In Downtown Portland, Congress Street is a major transfer point, providing connections to Greater Portland Metro routes, South Portland City Bus Service, and BSOOB Transit.

Select fare information is shown in Table A.9 below:

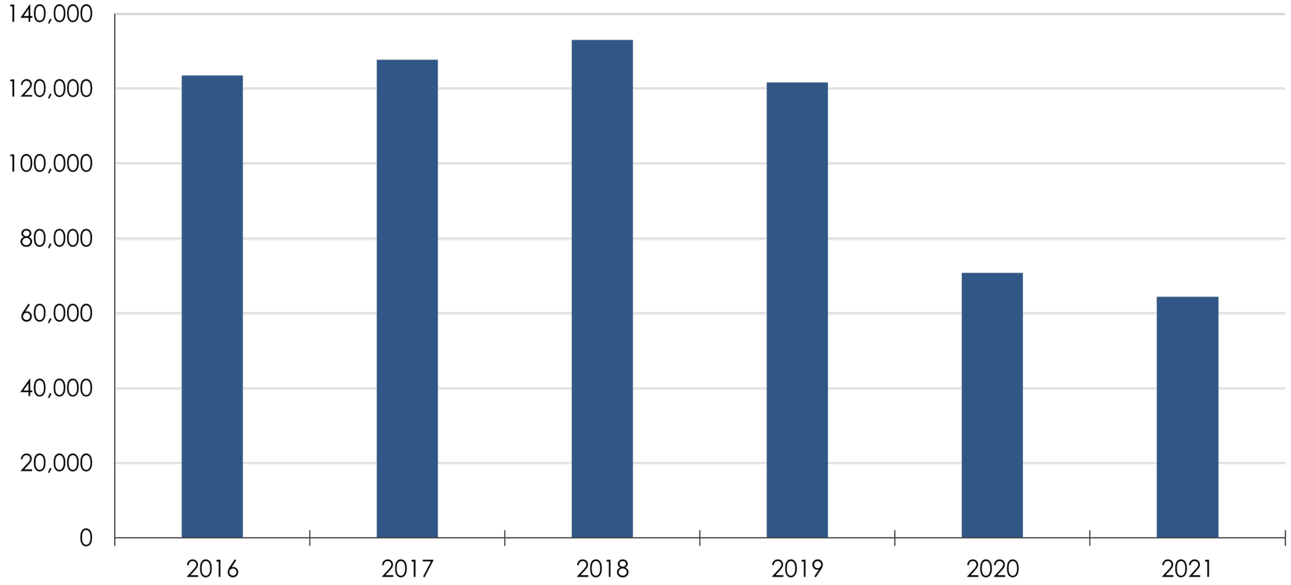
Table A.9 Fare Information

Lakes Region Explorer	
General Public	$3.00
Student	$2.00
Senior Citizens	$2.00
People w/ Disabilities	$2.00
10-Ride Pass	$25.00
Monthly Pass	$50.00
Demand-Response Service	
One-Way Within Town/to Neighboring Town	$2.50
One-Way to Non-Neighboring Town	$5.00

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.112. Through 2018, ridership rose to a high of approximately 133,000, before dropping in 2019. With the onset of COVID-19 in 2020, ridership dropped through 2021 to approximately 65,000.

Figure A.112 RTP Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.113 and Figure A.114. Both metrics followed similar patterns of increases from 2016 through 2018, followed by a drop through 2020, and a subsequent rebound in 2021. Both metrics peaked in 2021, at approximately 613,000 revenue hours, and 44,000 revenue miles.

Figure A.113 RTP Vehicle Revenue Miles (2016–2021)

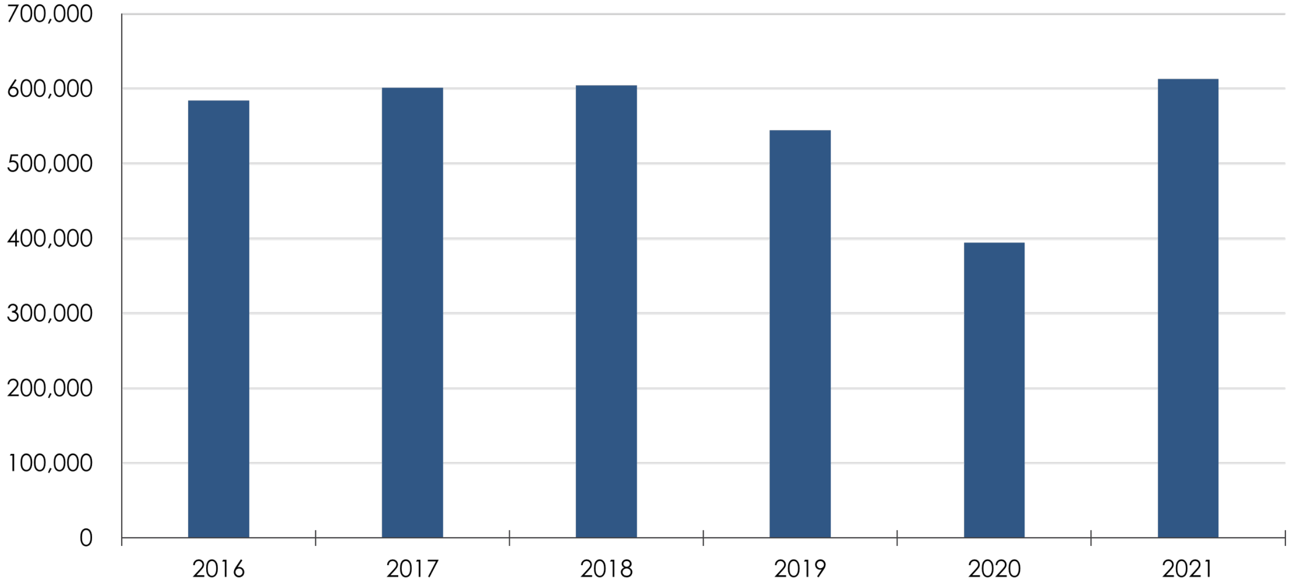
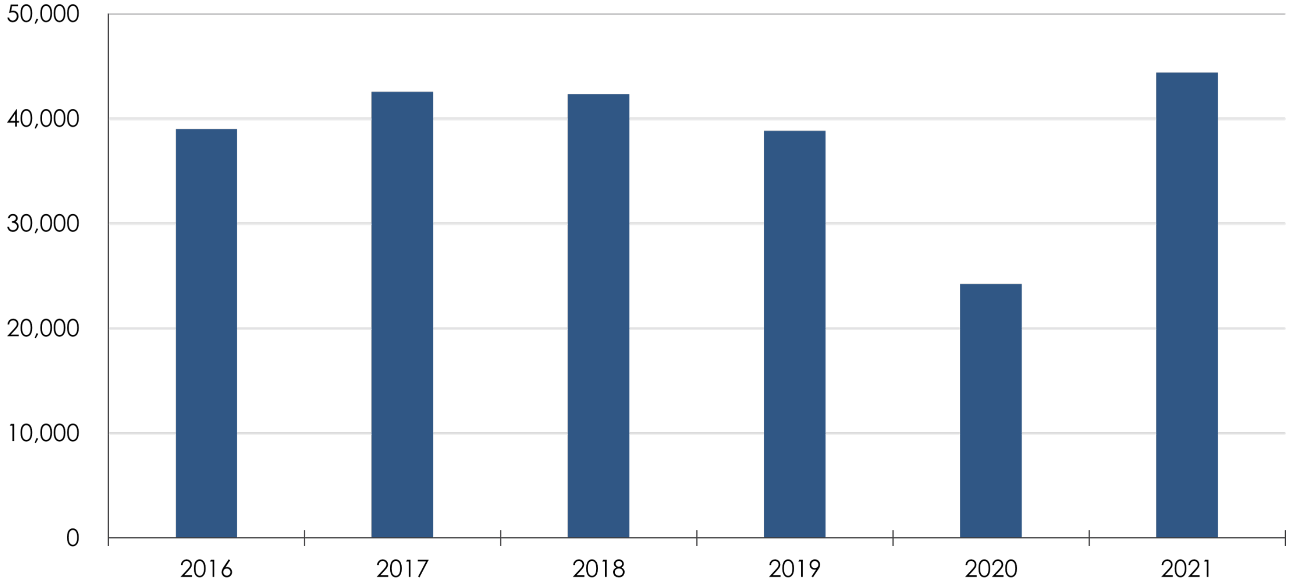


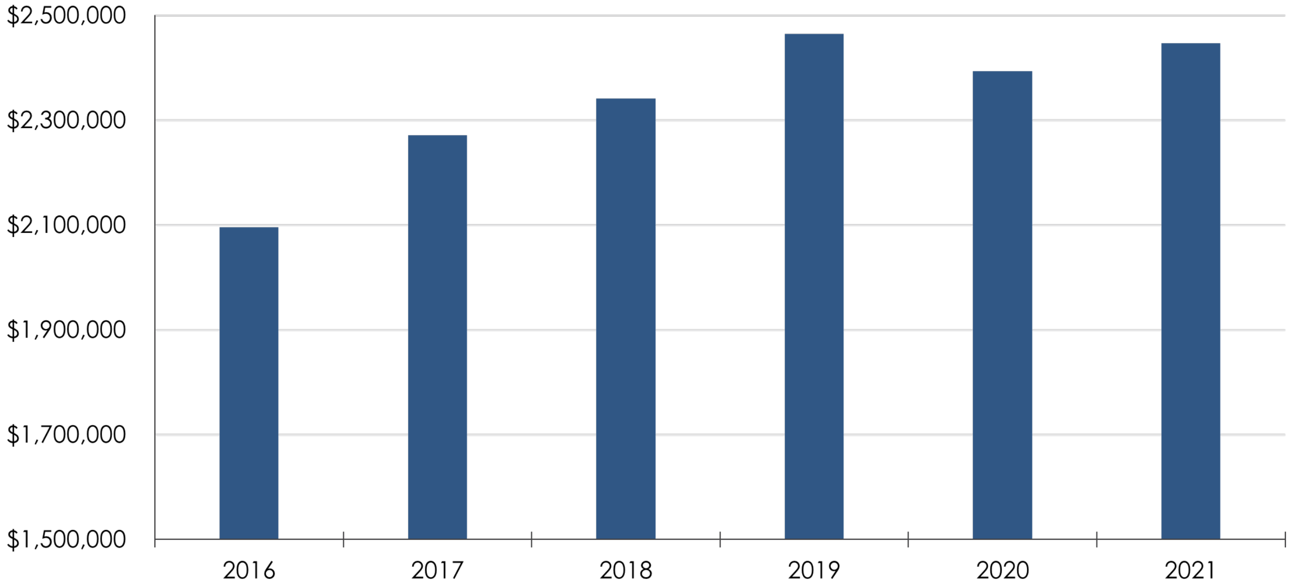
Figure A.114 RTP Vehicle Revenue Hours (2016–2021)



Budget Metrics

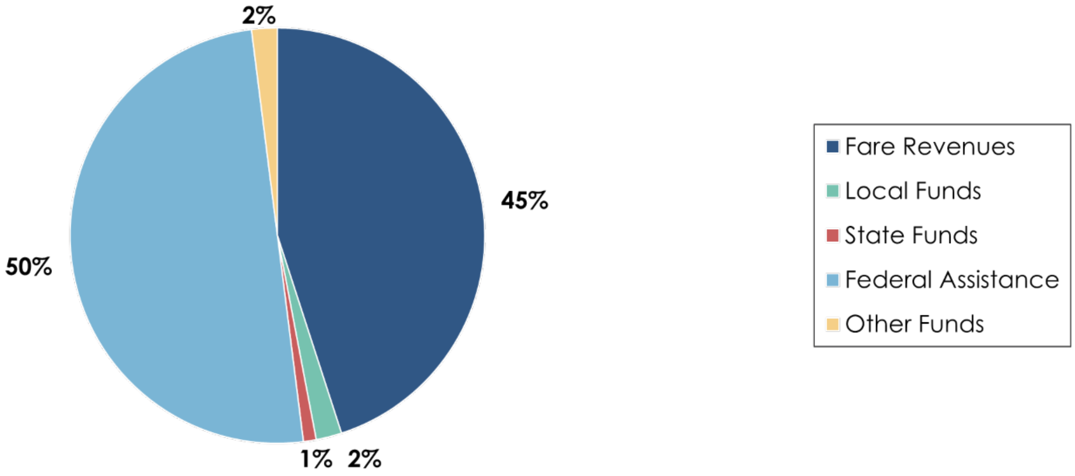
Annual operating expenses for 2016 through 2021 are shown in Figure A.115. From 2016 through 2019, operating expenses rose. Following a drop in 2020, operating expenses rose to nearly $2.5 million in 2021.

Figure A.115 RTP Operating Expenses (2016–2021)



The breakdown of operating expense funding sources for 2020 is shown in Figure A.116. In 2020, Federal assistance accounted for 50 percent of operating expense funding. Remaining funding was largely comprised of farebox revenue, which accounted for 45 percent of total funding.

Figure A.116 RTP Operating Funding Sources (2020)



Service efficiency metrics are shown in Figure A.117 and Figure A.118. Vehicle revenue mile operating expenses increased between 2016 and 2020 to nearly $6.00, before dropping to $4.00 in 2021. Vehicle revenue hour operating expenses increased in 2020, before dropping to approximately $55.00 in 2021.

Figure A.117 RTP Operating Expenses per Vehicle Revenue Mile (2016–2021)

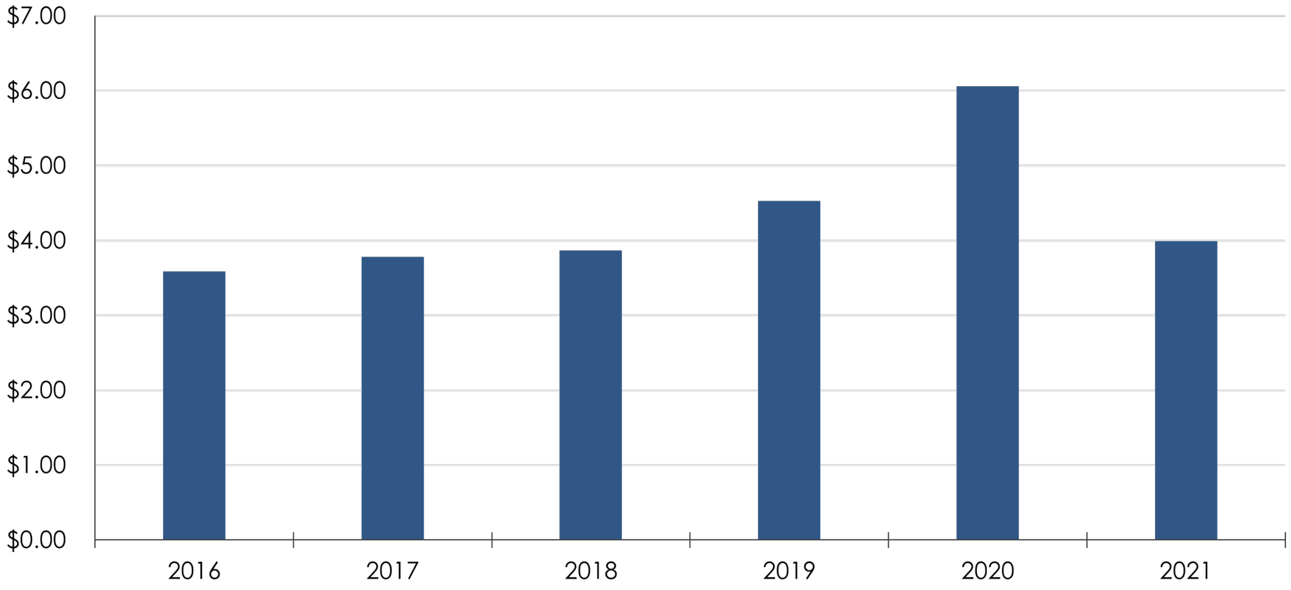
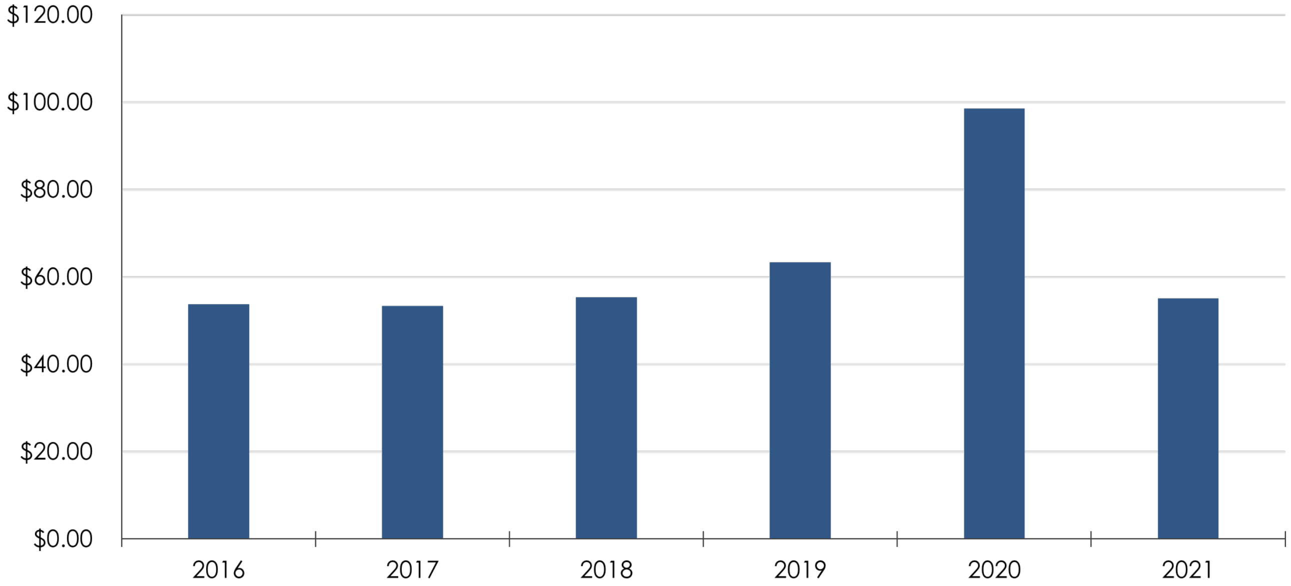
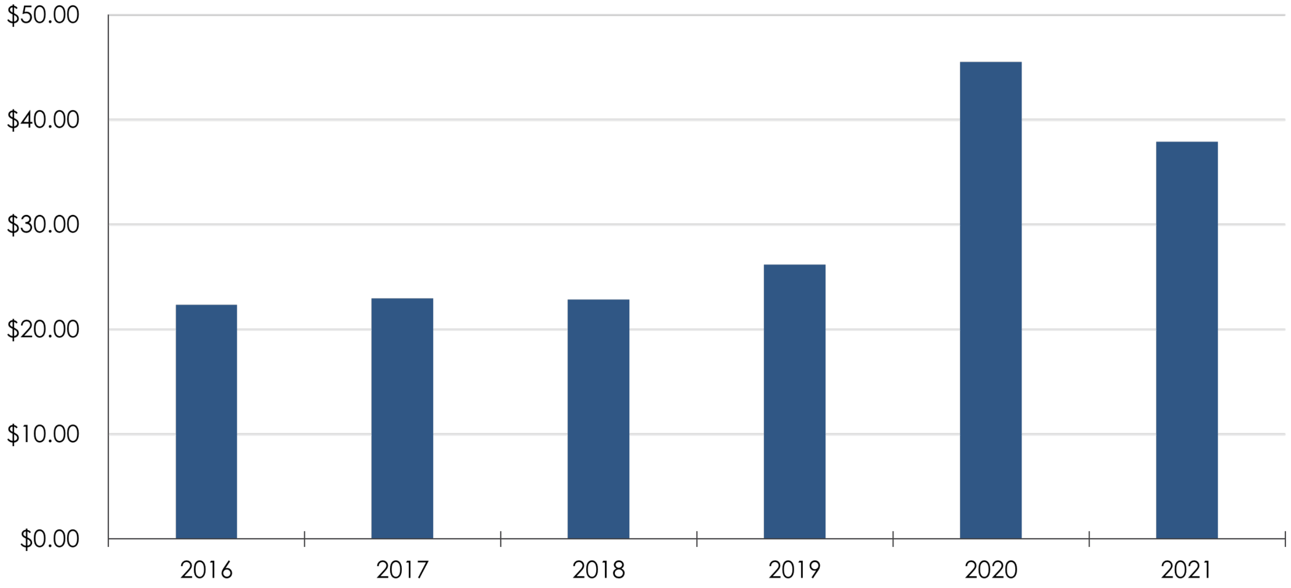


Figure A.118 RTP Operating Expenses per Vehicle Revenue Hour (2016–2021)



Operating expenses per unlinked passenger trip are shown in Figure A.119. Between 2016 and 2019, per passenger operating expenses increased, before rising to over $45.00 in 2020. In 2021, per passenger operating expenses dropped to approximately $38.00.

Figure A.119 RTP Operating Expenses per Unlinked Passenger Trip (2016–2021)



Organizational Management Structure

Management of RTS is comprised of:

- Board of Directors
- Executive Director
- Finance Manager
- Manager of Transit Operations

Asset Management

Transit asset management of RTP is conducted through the Maine Tier II Transit Asset Management Plan for rural transit agencies. In 2020, the RTP Transit fleet consisted of:

- 24 revenue vehicles.

The RTP fleet utilized for maximum service consisted of:

- 24 demand response vehicles.

Technology Capabilities

RTP utilizes the following software in their operations:

- **Scheduling Software:** Routematch
- **Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL):** Routematch
- **GTFS:** Routematch output
- **Other Technology:** PTT radios in the vehicles from Firstnet

A.20 South Portland City Bus Service

South Portland City Bus Service (SPBS) provides fixed route services in South Portland, with connections to Portland.

Service Description and Fares

SPBS consists of three fixed routes, and corresponding paratransit service, operating between South Portland and Portland. Services are operated on varying headways of between 45 and 120 minutes. Service is operated from Monday through Sunday, between 6:30 AM and 11:00 PM, with reduced hours of service on Sundays, depending on the specific route.

With all three routes operating into Downtown Portland, Congress Street in Portland is a major transfer point, providing connections to Greater Portland Metro, BSOOB Transit, and RTP routes. Portland additionally provides access to intercity bus and rail transit services.

Fare information is shown in Table A.10 below:

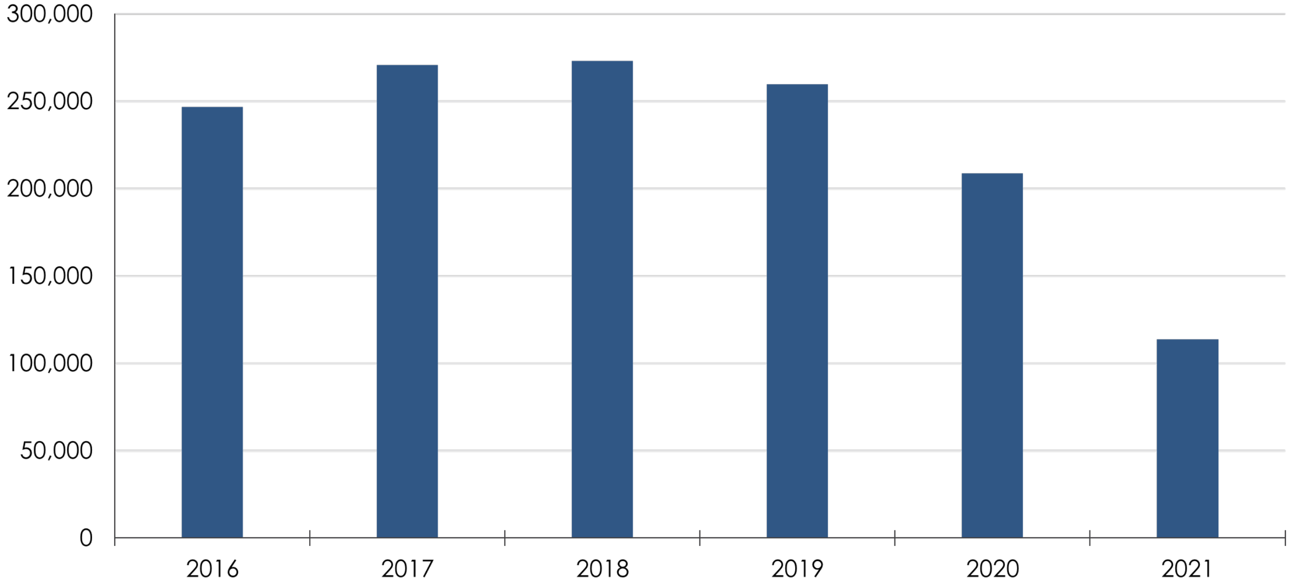
Table A.10 Fare Information

General	
General Public	$2.00
Half Fare	$1.00
Youth Fare	$1.00

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.120. Through 2018, ridership rose to a high of approximately 273,000, before dropping in 2019. With the onset of COVID-19 in 2020, ridership dropped through 2021 to approximately 113,000.

Figure A.120 SPBS Transit Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.121 and Figure A.122. Both metrics followed similar patterns of increases from 2016 through 2019, followed by a drop in 2020, and a subsequent rebound in 2021. In 2019, both metrics peaked, at approximately 226,000 revenue hours and 16,000 revenue miles.

Figure A.121 SPBS Transit Vehicle Revenue Miles (2016–2021)

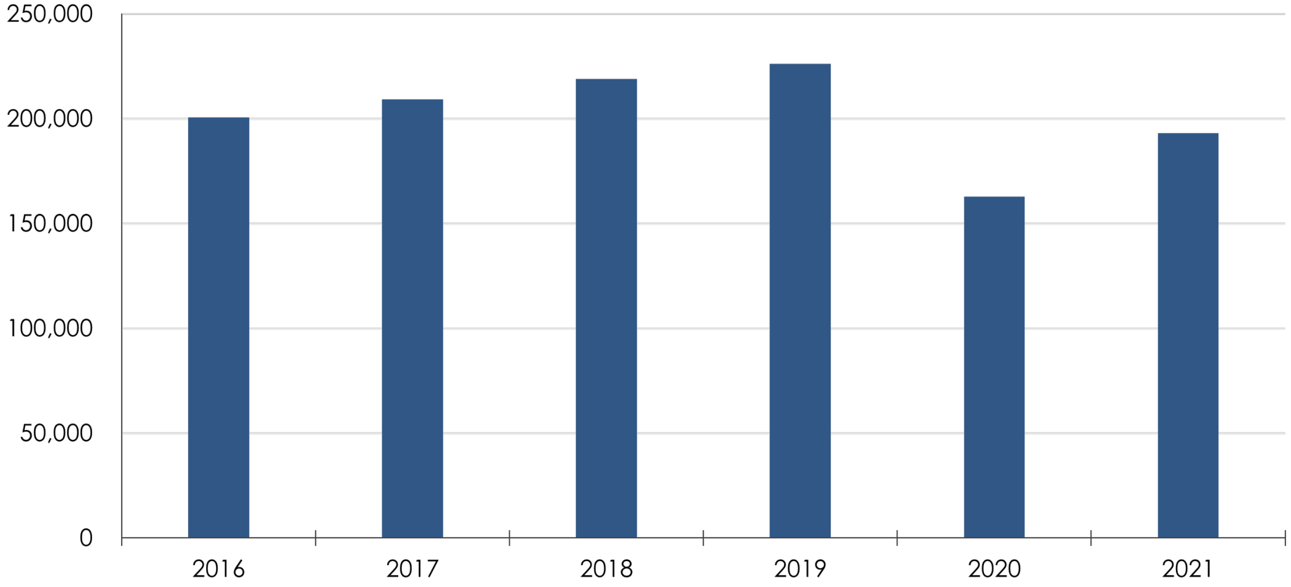
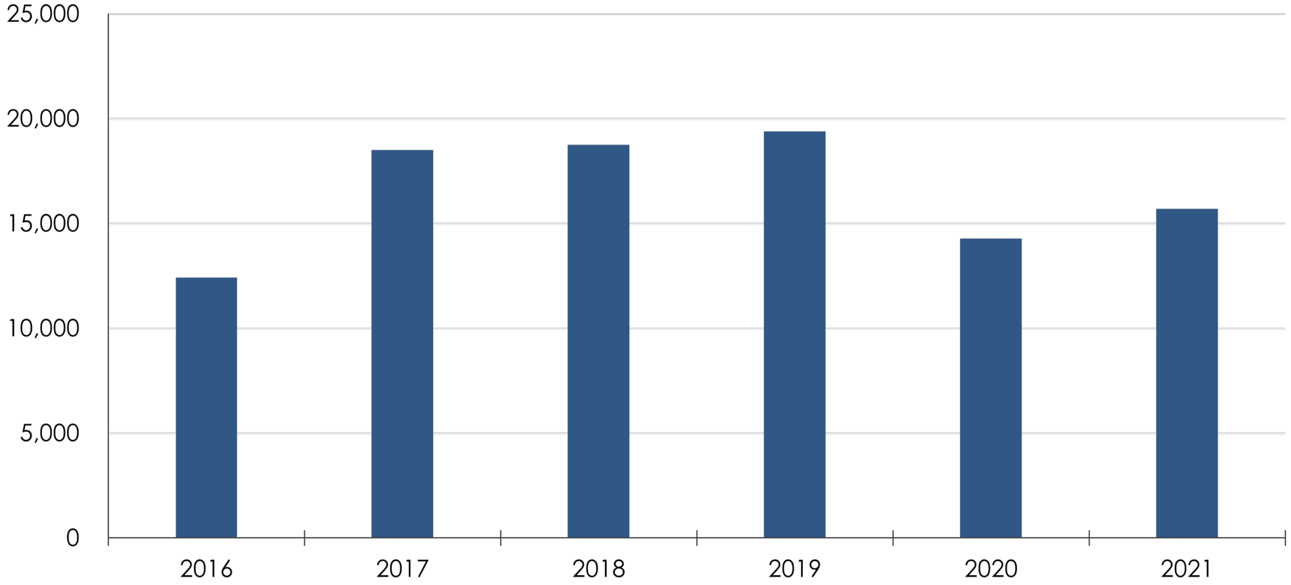


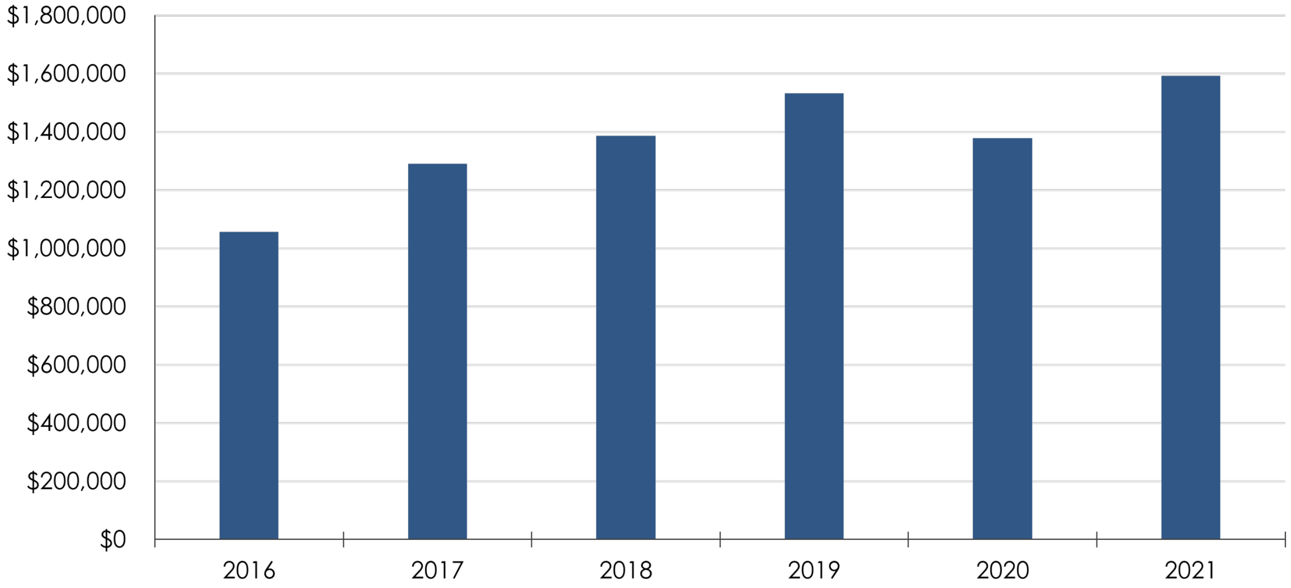
Figure A.122 SPBS Transit Vehicle Revenue Hours (2016–2021)



Budget Metrics

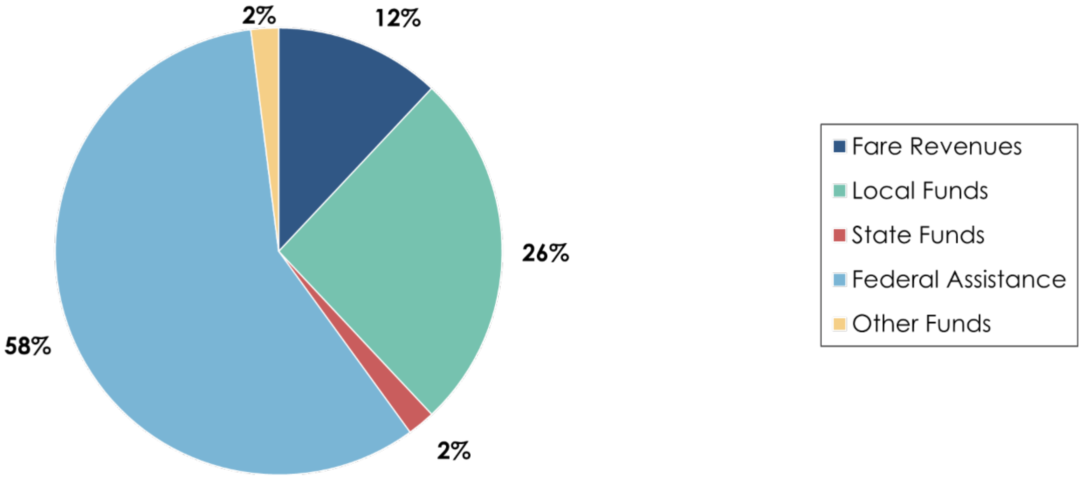
Annual operating expenses for 2016 through 2021 are shown in Figure A.123 below. From 2016 through 2019, operating expenses increased. Despite a drop in 2020, operating expenses reached a high of approximately $1.6 million in 2021.

Figure A.123 SPBS Operating Expenses (2016–2021)



The breakdown of operating expense funding sources for 2020 is shown in Figure A.124. In 2020, Federal assistance accounted for 58 percent of operating expense funding. Farebox revenue accounted for 12 percent of funding. Remaining funding was largely comprised of local funds, which accounted for 26 percent of total funding.

Figure A.124 SPBS Transit Operating Funding Sources (2020)



Service efficiency metrics are shown in Figure A.125 and Figure A.126. Vehicle revenue mile operating expenses increased between 2016 and 2020 to nearly $8.50, before dropping in 2021. Vehicle revenue hour operating expenses dropped in 2017, before rising to a high of over $100 in 2021.

Figure A.125 SPBS Operating Expenses per Vehicle Revenue Mile (2016–2021)

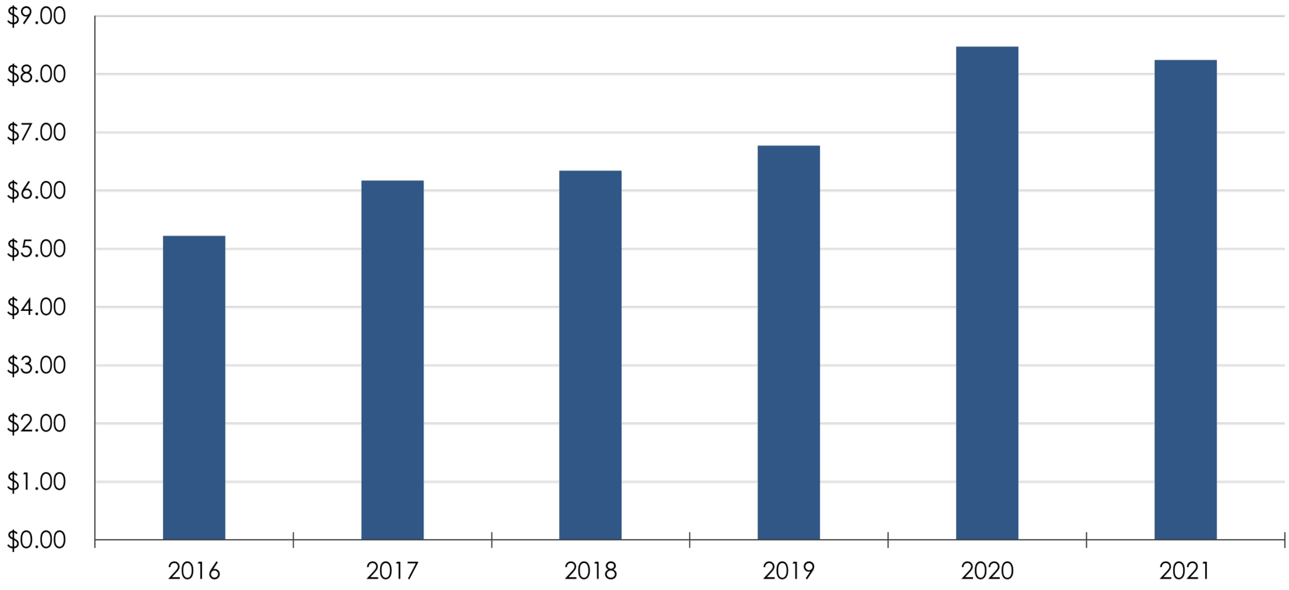
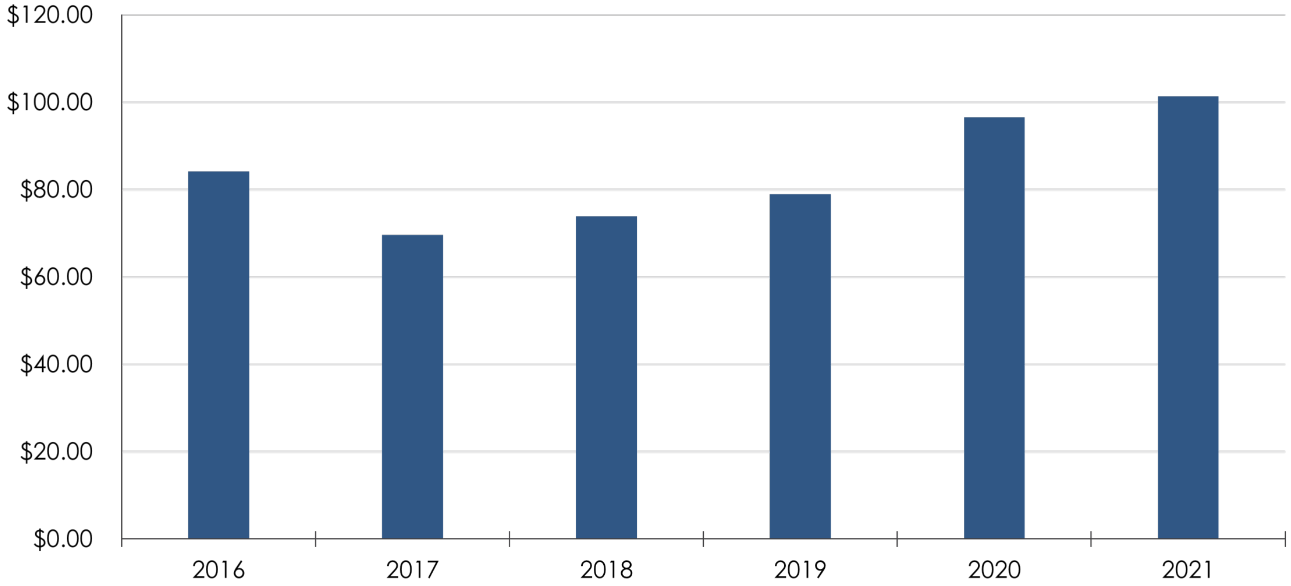
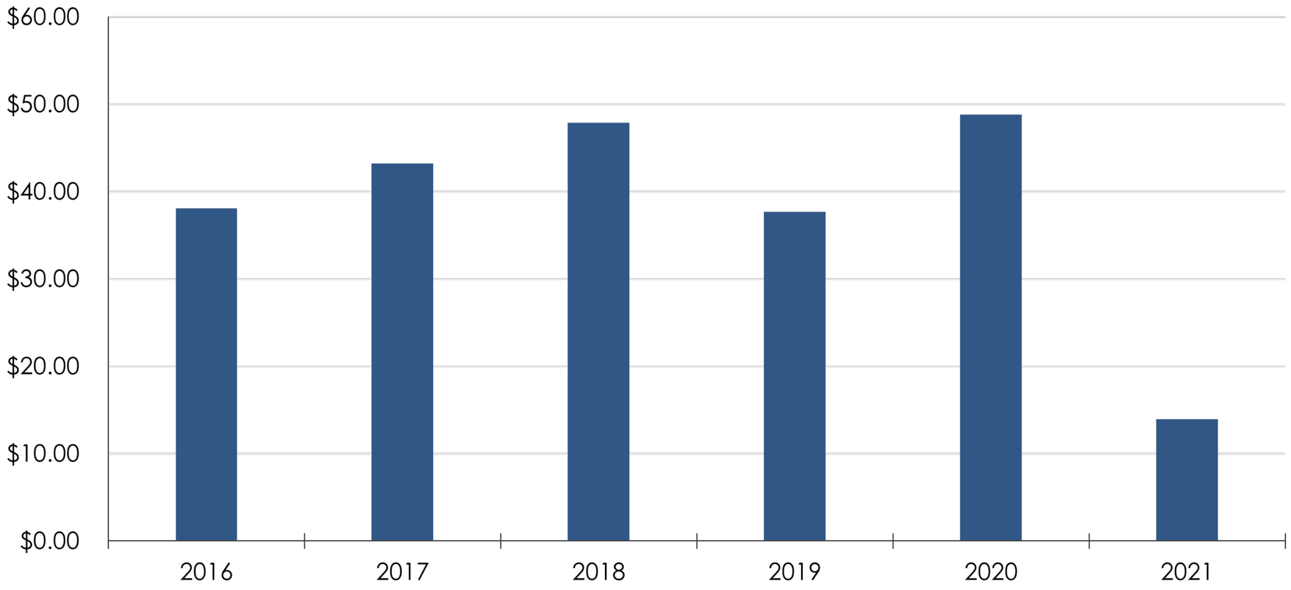


Figure A.126 SPBS Operating Expenses per Vehicle Revenue Hour (2016–2021)



Operating expenses per unlinked passenger trip are shown in Figure A.127. Between 2016 and 2020, per passenger operating expenses fluctuated between $35.00 and $50.00. In 2021, per passenger operating expenses dropped to approximately $14.00.

Figure A.127 SPBS Operating Expenses per Unlinked Passenger Trip (2016–2021)



Organizational Management Structure

Management of SPBS is comprised of:

- Director
- Operations Supervisor
- Planning and Technical Specialist
- City Council (oversight/funding)

Asset Management

Transit asset management is managed through the SPBS Transit Asset Management Plan. In 2020, the SPBS Transit fleet consisted of:

- 7 revenue vehicles.
- 2 service vehicles.

The SPBS Transit fleet utilized for maximum service consisted of:

- 7 buses.

Technology Capabilities

SPBS utilizes the following software in their operations:

- **Scheduling Software:** Sched21
- **Fare Payment System:** Cubic Umo
- **Asset Management Software:** RTA
- **Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL):** Clever Devices
- **GTFS:** Output by Clever Devices CAD/AVL system
- **Electric Buses:** Planned for 2025
- **Other Technology:** Transit Signal Priority, Digital Display at Mill Creek Hub, Onboard cellular modems

A.21 Town of Cranberry Isles Commuter Ferry

The Town of Cranberry Isles Commuter Ferry provides ferry service between Great Cranberry Isles, Little Cranberry Island, and Northeast Harbor.

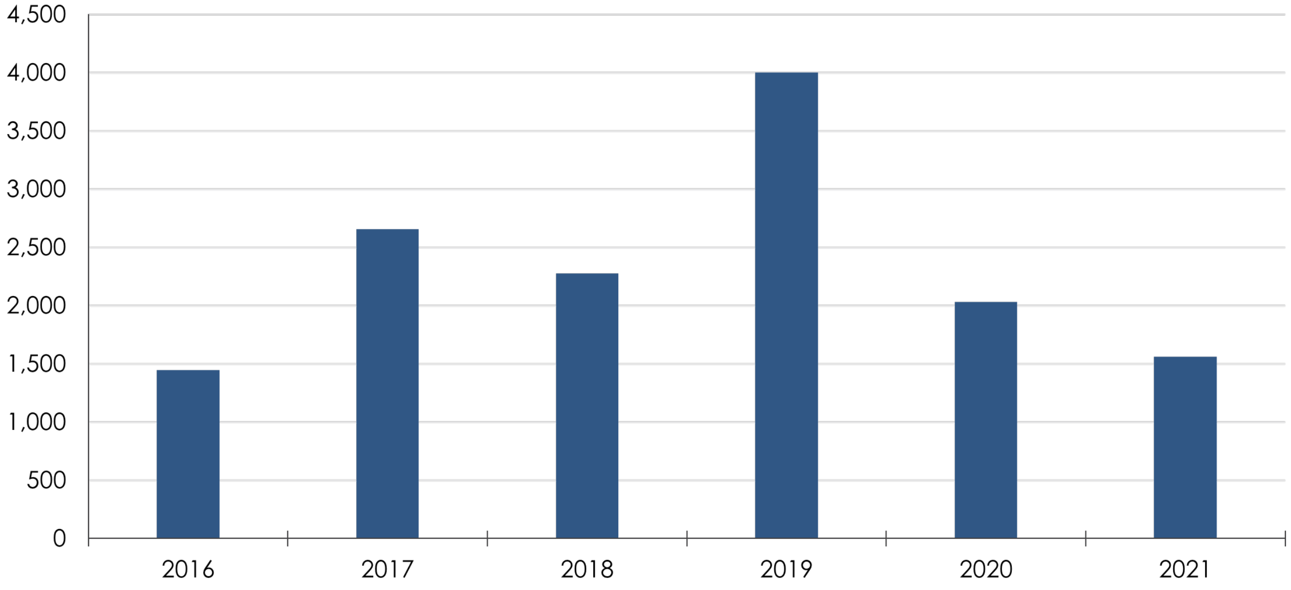
Service Description and Fares

The Town of Cranberry Isles Commuter Ferry is one of three ferry services providing transportation from the unbridged locations of Great Cranberry Island and Islesford (Little Cranberry Island) to Mt. Desert Island, which is connected by bridge to the mainland. Supplementing the Beal and Bunker Mailboat and Cranberry Cove Ferry services, the Town of Cranberry Isles Commuter Ferry operates on weekdays and consists of one directional run during the summer months, and two directional runs during the off-season. One-way fares are $9.00 per person.

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.128. Ridership varied within a range of just under 1,500 in 2016 to a high of 4,000 in 2019. Through 2021, annual ridership decreased back to approximately 1,500.

Figure A.128 Town of Cranberry Isles Commuter Ferry Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.129 and Figure A.130. From 2016 through 2019, revenue miles rose from approximately 1,700 to 3,500, before dropping to approximately 2,200 through 2021. Revenue hours peaked at just under 500 in 2019, before declining to 369 through 2021.

Figure A.129 Town of Cranberry Isles Commuter Ferry Revenue Miles (2016–2021)

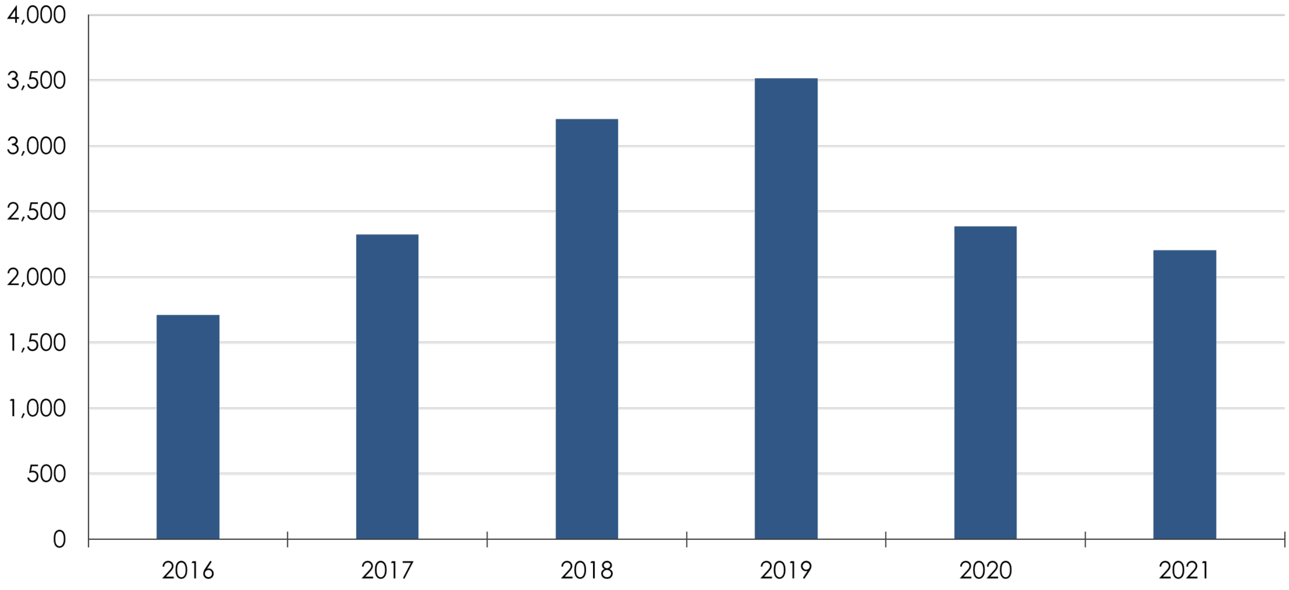
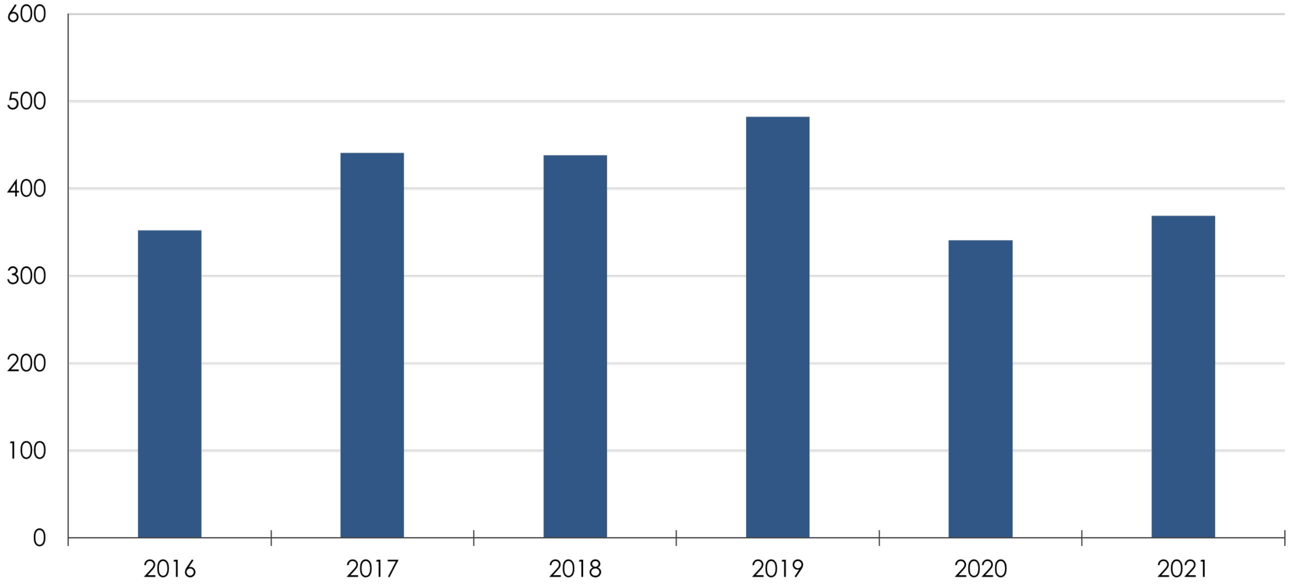


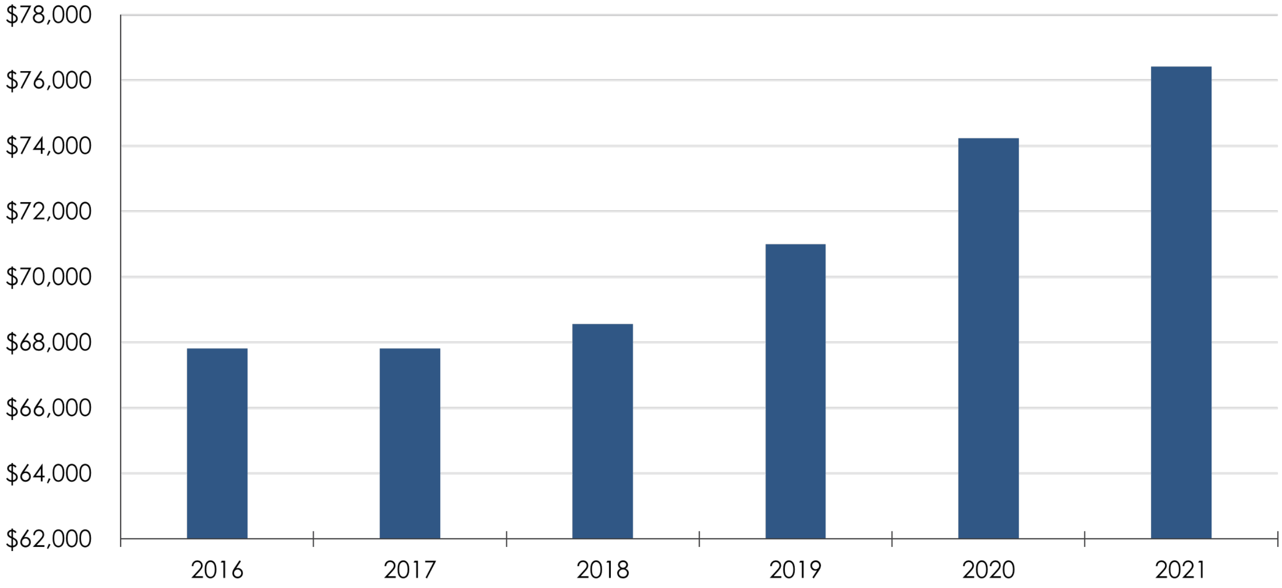
Figure A.130 Town of Cranberry Isles Commuter Ferry Revenue Hours (2016–2021)



Budget Metrics

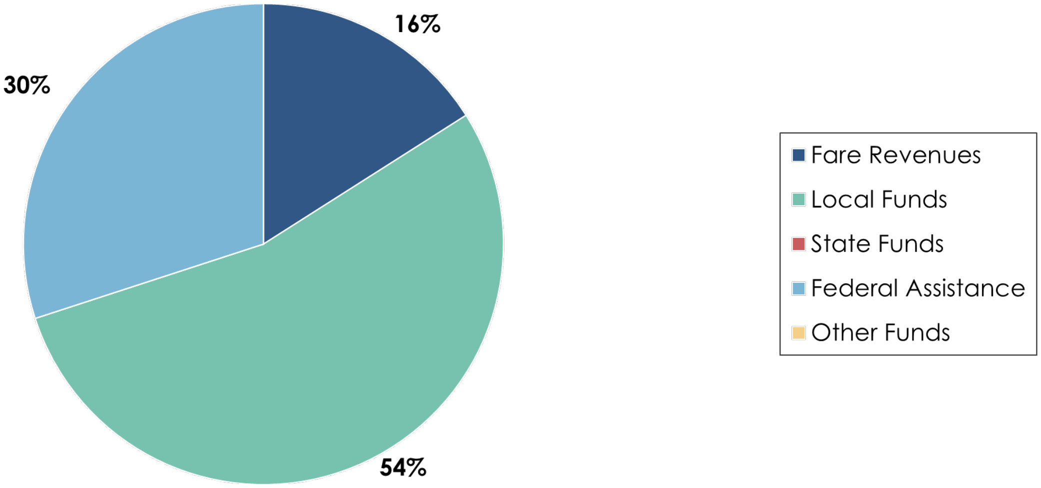
Annual operating expenses for 2016 through 2021 are shown in Figure A.131 below. From 2016 through 2021, operating expenses rose from approximately $68,000 to $76,000.

Figure A.131 Town of Cranberry Isles Commuter Ferry Operating Expenses (2016–2021)



The breakdown of operating expense funding sources for 2020 is shown in Figure A.132. In 2020, local funds accounted for 54 percent of operating expense funding. Remaining funding was comprised of Federal assistance (30 percent) and fare revenues (16 percent).

Figure A.132 Town of Cranberry Isles Commuter Ferry Operating Funding Sources (2020)



Service efficiency metrics are shown in Figure A.133 and Figure A.134. From 2016 through 2019, vehicle revenue mile operating expenses dropped from approximately $40.00 to $20.00, before increasing to $35.00 through 2021. Following a low of just under $150 in 2019, vehicle revenue hour operating expenses increased to over $200 in 2020 and 2021.

Figure A.133 Town of Cranberry Isles Commuter Ferry Operating Expenses per Vehicle Revenue Mile (2016–2021)

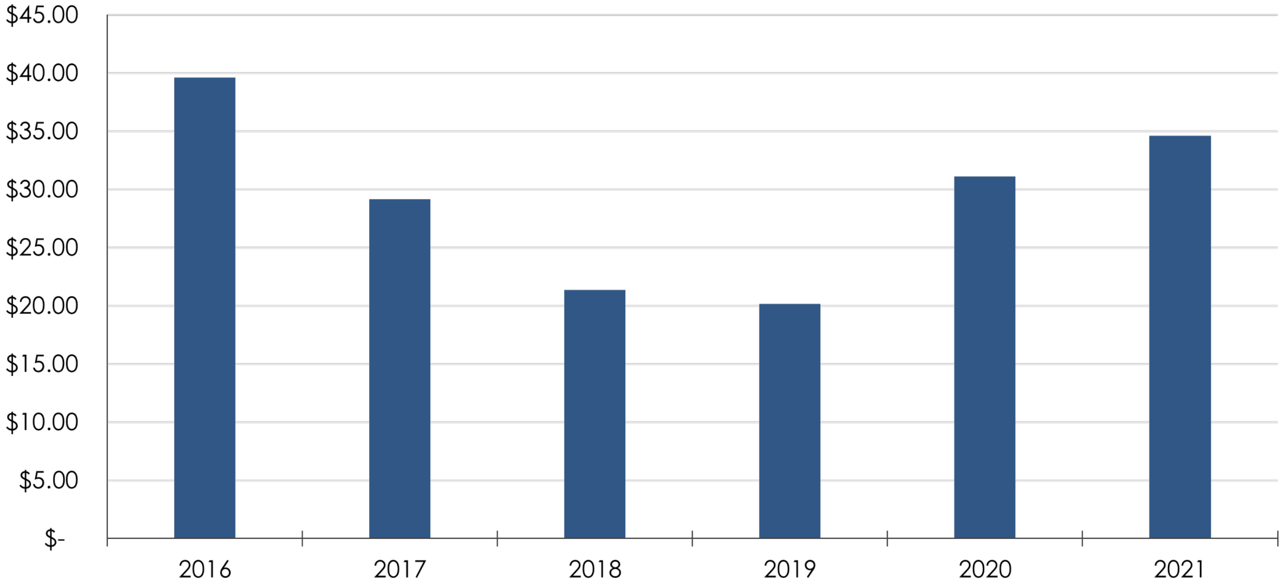
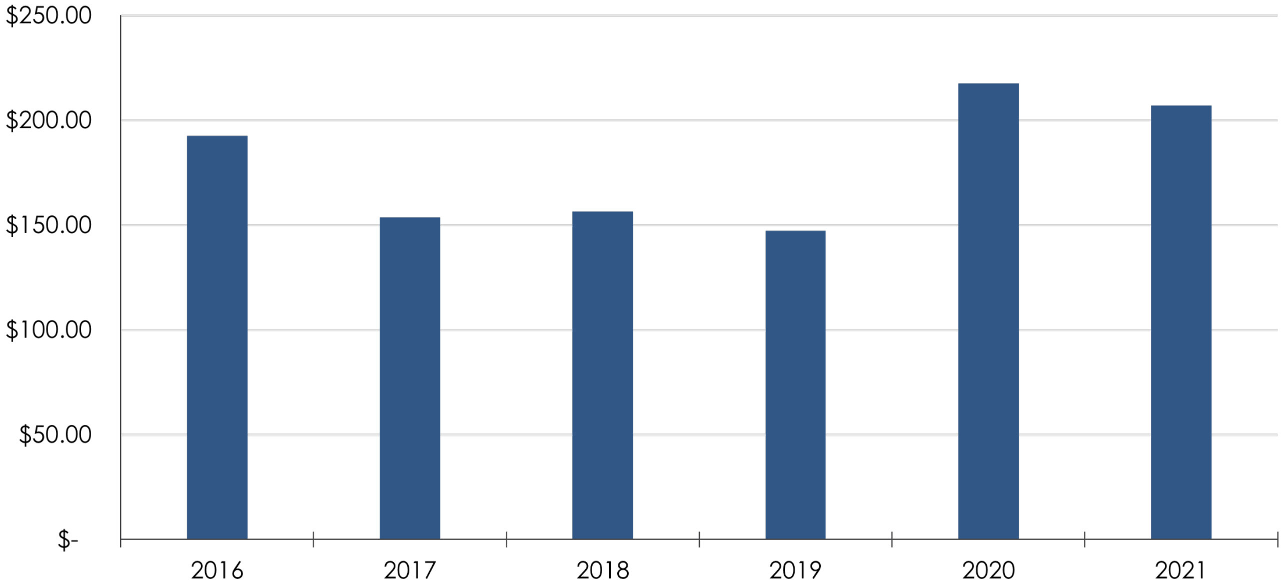
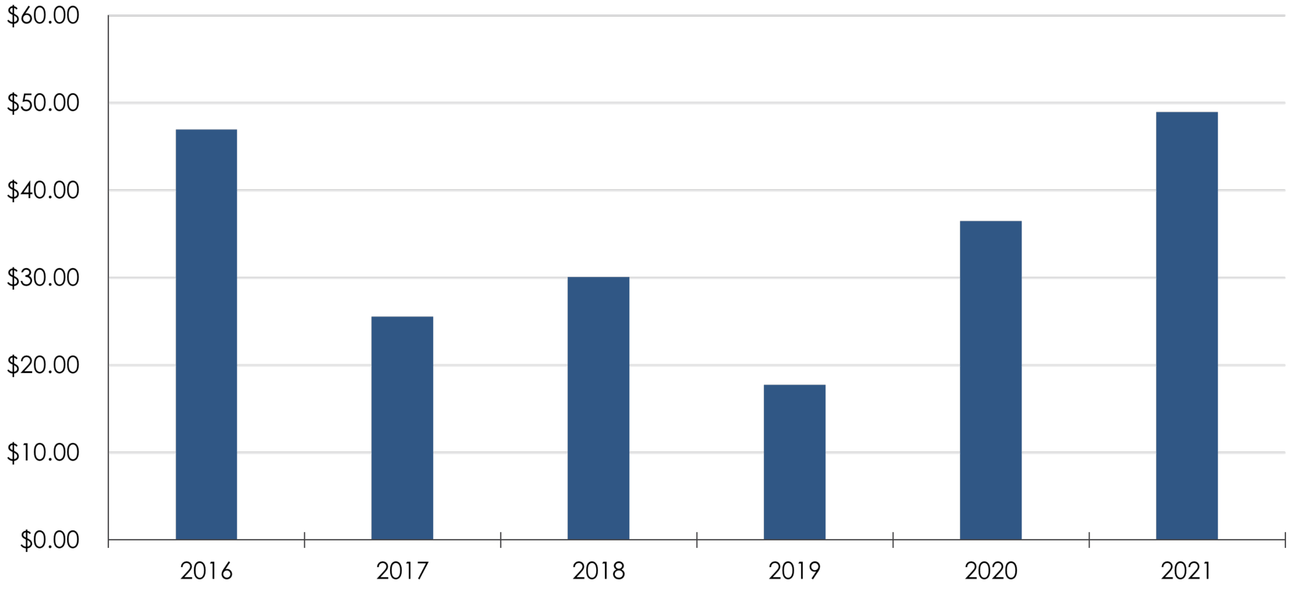


Figure A.134 Town of Cranberry Isles Commuter Ferry Operating Expenses per Vehicle Revenue Hour (2016–2021)



Operating expenses per unlinked passenger trip are shown in Figure A.135. Per passenger operating expenses fluctuated between 2016 and 2021. From a low of under $18.00 in 2019, per passenger operating expenses rose to approximately $49.00 through 2021.

Figure A.135 Town of Cranberry Isles Commuter Ferry Operating Expenses per Unlinked Passenger Trip (2016–2021)



Organizational Management Structure

The Town of Cranberry Isles contracts the commuter ferry service that is operated by private independent boat operators. These contracts are awarded for a length of three years. The commuter service contract is overseen and managed by the Cranberry Isles Selectboard and delegated to the Town's Administrative Assistant and Town Clerk. Responsibility for the day-to-day operation is conducted by the contractor/owner of the boats. Town staff manage the administrative aspects between the Maine Department of Transportation and the Town of Cranberry Isles.

Asset Management

The Town of Cranberry Isles does not have a specific formal asset management plan related to the commuter ferry itself. The contractor for the service is responsible for the maintenance and operation of the boat according to contractual obligations set by the Town and Maine Department of Transportation.

The Town of Cranberry Isles owns and maintains the municipal docks, piers, floats, and gangways located within the Town of Cranberry Isles from which the ferry operates as part of the Town's overall infrastructure. Maintenance is done annually and as needed to maintain this infrastructure. The maintenance and management of the water access infrastructure owned by the Town is conducted through the Town's annual budgeting process and fees charged to users of such public facilities located within and owned by the municipality. The mainland dock facility is located within and owned by another municipality. The Town of Cranberry Isles does not manage or maintain that facility.

A.22 Waldo Community Action Partners: Mid-Coast Public Transportation

Waldo Community Action Partners (Waldo CAP) is a Regional Transportation Program providing transit services in the Mid-Coast Region of Maine.

Service Description and Fares

Waldo CAP operates the Mid Coast Public Transportation service. This consists of:

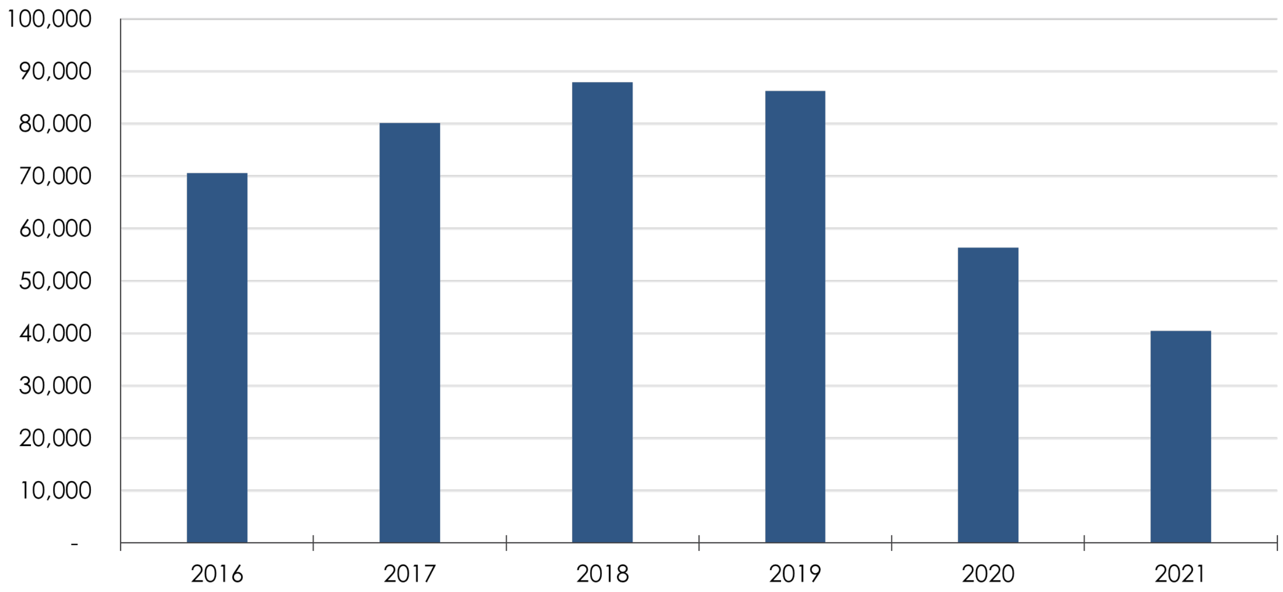
- **Rockland DASH:** Flex route service in and around Rockland.
- **Belfast DASH:** Flex route service in and around Belfast.

Services are operated on select weekdays from 8:00 AM to 4:00 PM. Waldo CAP also operates general demand-response transportation services in Waldo County. Fares vary based on specific origins and destinations, with discounts available to older adults and passengers with disabilities going to medical appointments. Following the onset of the COVID-19 pandemic, previously operated services to Bangor, Augusta, and Waterville are not in operation.

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.136. Ridership rose from 70,000 in 2016 to just under 90,000 in 2018 before declining with the onset of COVID-19, totaling approximately 40,000 in 2021.

Figure A.136 Waldo CAP Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.137 and Figure A.138. From 2016 through 2018, revenue miles increased from 1.2 million to just under 1.4 million. Following 2018, revenue miles dropped, rebounding in 2021 to just over 1 million. Revenue hours also dropped following 2018, to a low of approximately 35,000 in 2021.

Figure A.137 Waldo CAP Vehicle Revenue Miles (2016–2021)

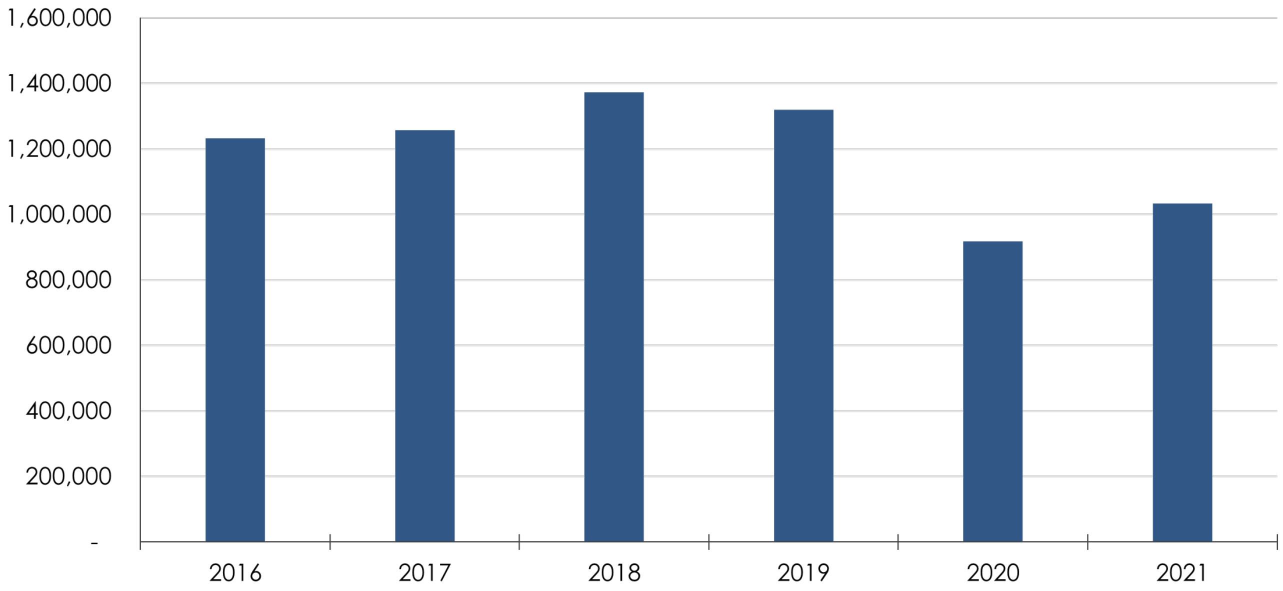
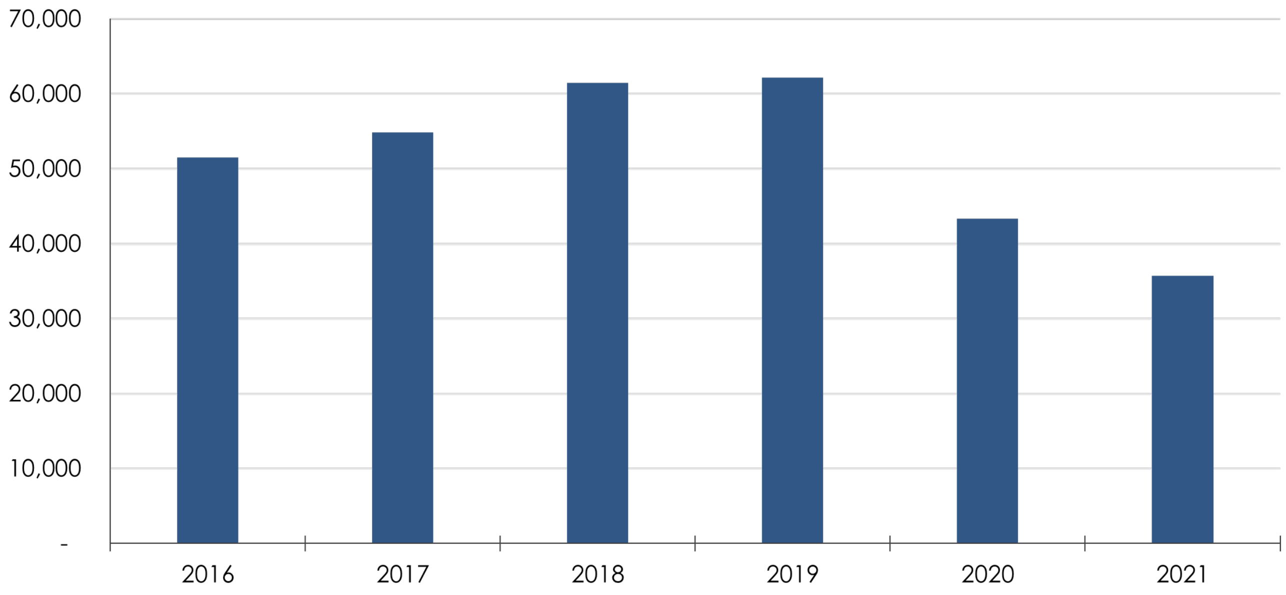


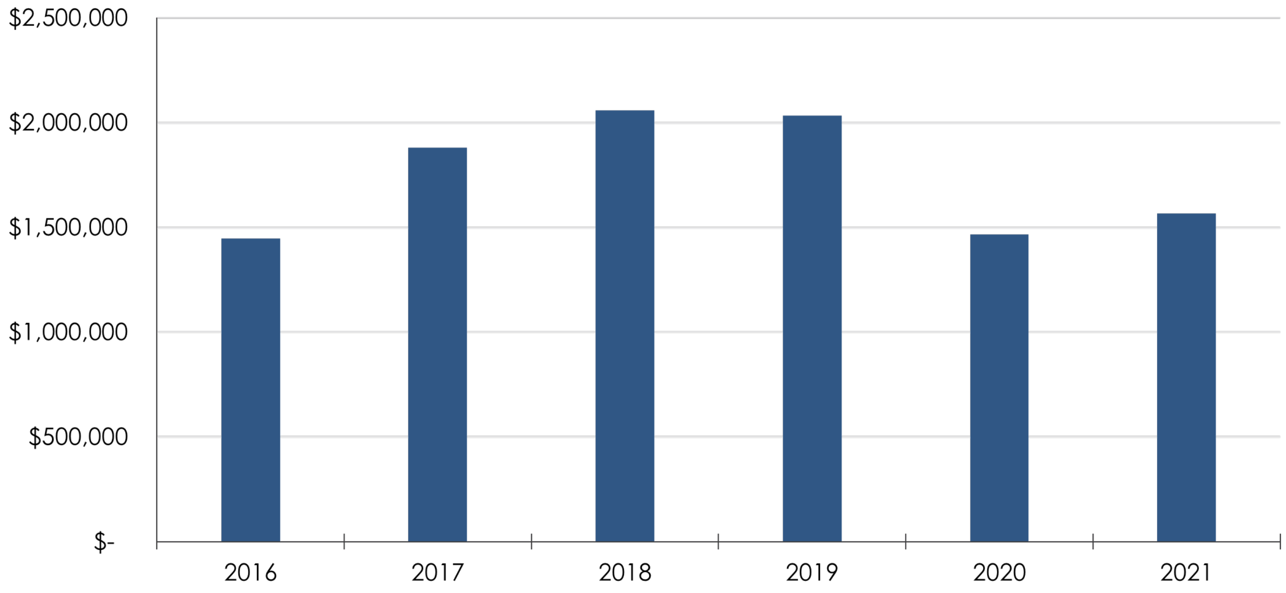
Figure A.138 Waldo CAP Vehicle Revenue Hours (2016–2021)



Budget Metrics

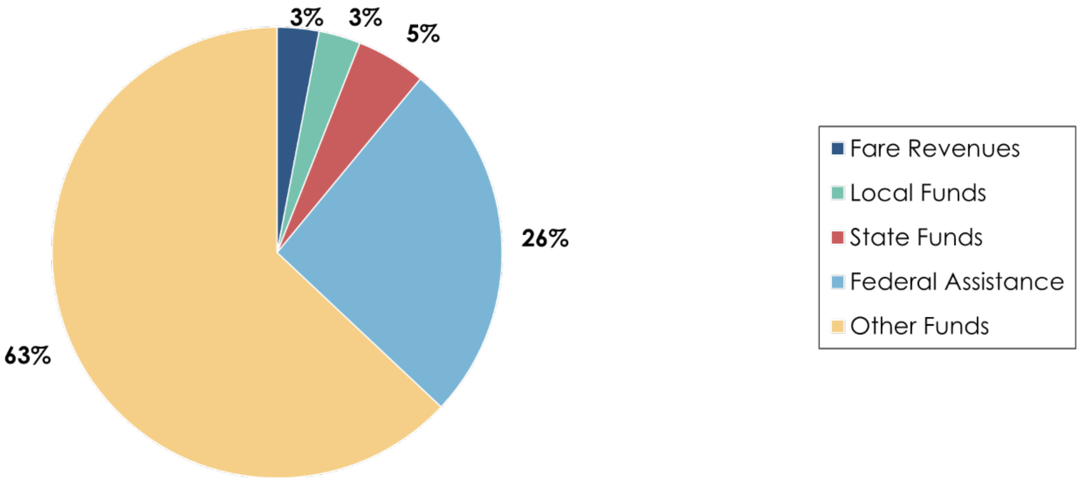
Annual operating expenses for 2016 through 2021 are shown in Figure A.139. Operating expenses increased to just over $2 million through 2019, before dropping to under $1.5 million in 2020. Operating expenses increased again in 2021.

Figure A.139 Waldo CAP Operating Expenses (2016–2021)



The breakdown of operating expense funding sources for 2020 is shown in Figure A.140. In 2020, Other Funds accounted for 63 percent of operating expense funding. Remaining funding primarily consisted of Federal assistance which accounted for 26 percent of operating expense funding.

Figure A.140 Waldo CAP Operating Funding Sources (2020)



Service efficiency metrics are shown in Figure A.141 and Figure A.142. From 2016 through 2020, vehicle revenue mile operating expenses increased from just under $1.20 to $1.60. These figures dropped in 2021. Vehicle revenue hour operating expenses decreased from 2017 through 2019, before increasing again in 2020 and 2021, to a high of just under $44.00.

Figure A.141 Waldo CAP Operating Expenses per Vehicle Revenue Mile (2016–2021)

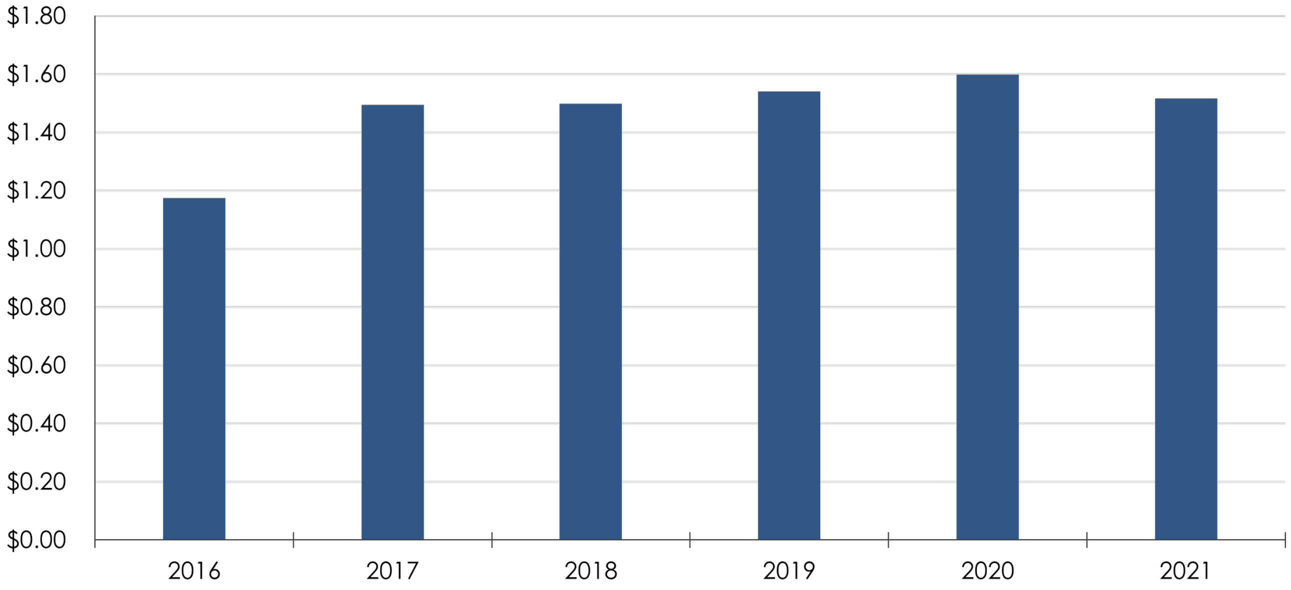
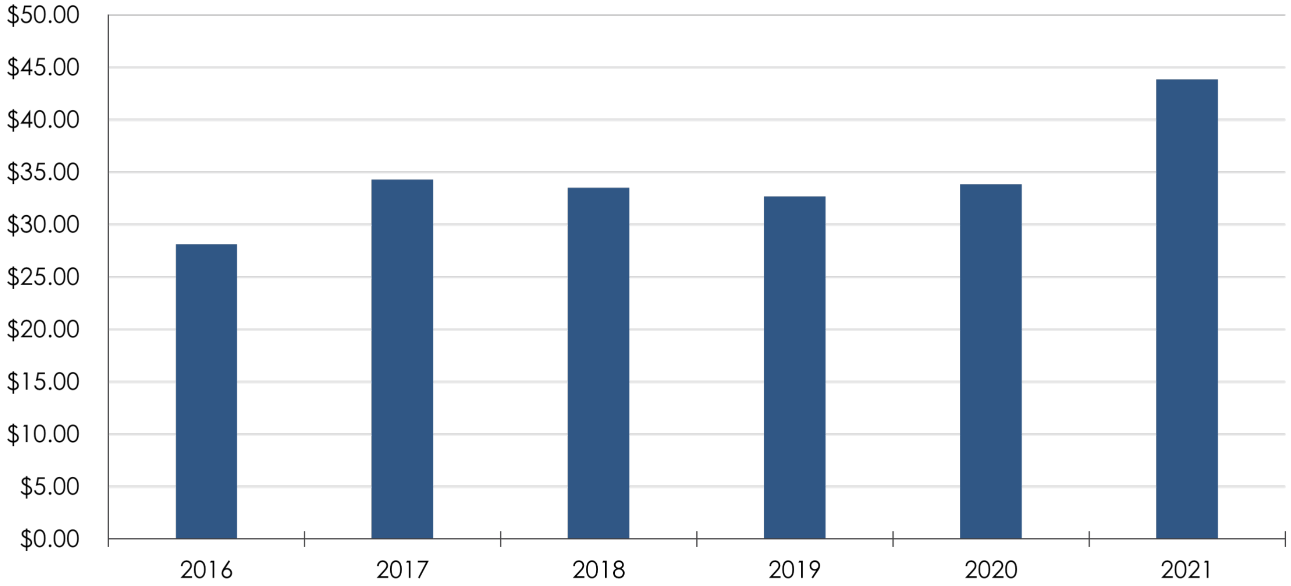
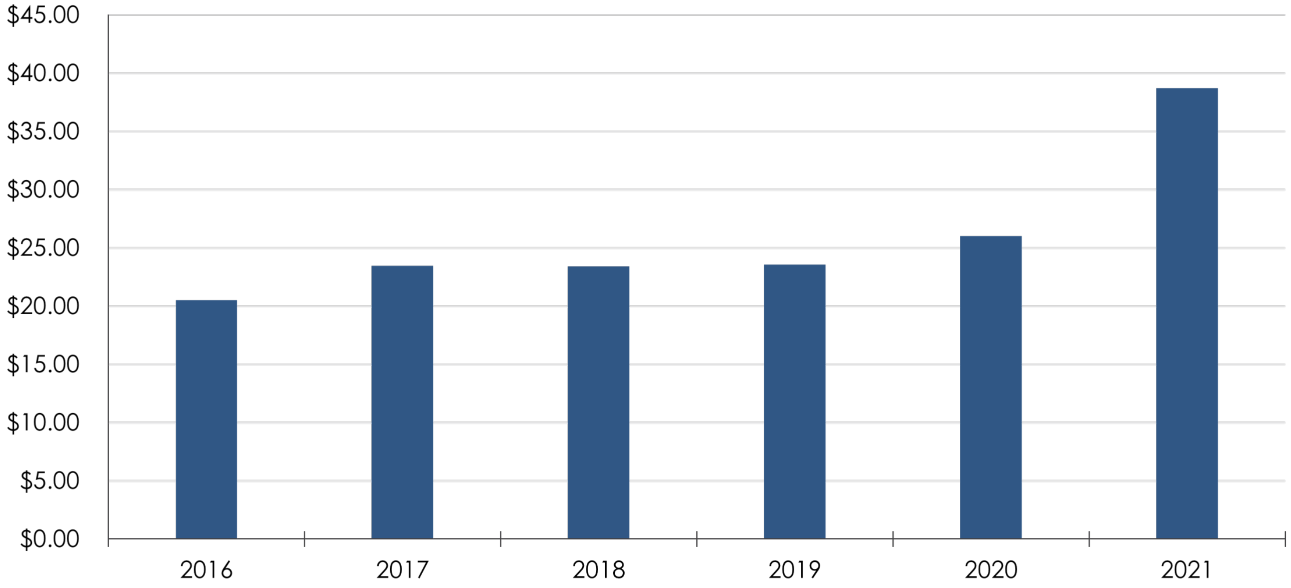


Figure A.142 Waldo CAP Operating Expenses per Vehicle Revenue Hour (2016–2021)



Operating expenses per unlinked passenger trip are shown in Figure A.143. Per passenger operating expenses remained under $25.00 through 2019. In 2020 and 2021, per passenger operating expenses rose, reaching a high of just under $39.00 in 2021.

Figure A.143 Waldo CAP Operating Expenses per Unlinked Passenger Trip (2016–2021)



Organizational Management Structure

Management of Waldo CAP is comprised of:

- Transit Systems Director
- Finance Manager
- Transportation Manager
- Customer Service Manager
- Compliance Coordinator

Asset Management

Transit asset management of Waldo CAP is conducted through the Maine Tier II Transit Asset Management Plan for rural transit agencies. In 2020, the Waldo CAP fleet consisted of:

- 35 revenue vehicles.

The Waldo CAP fleet utilized for maximum service consisted of:

- 29 demand response vehicles.

Technology Capabilities

Waldo CAP utilizes the following software in their operations:

- **Scheduling Software:** GMV Syncromatics
- **Asset Management Software:** Abila MIP Fund Accounting suite
- **Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL):** Azuga

A.23 Western Maine Transportation Services

Western Maine Transportation Services (WMTS) is a Regional Transportation Program providing multiple transit services from Brunswick through points northwest in Androscoggin, Oxford, and Franklin Counties.

Service Description and Fares

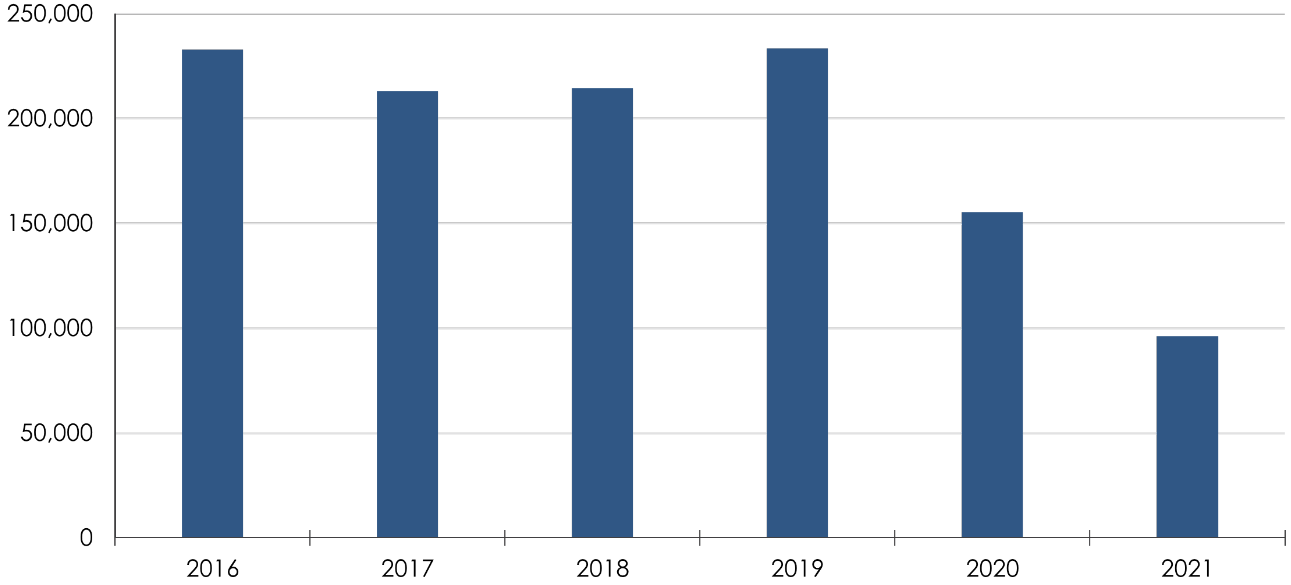
WMTS provides demand-response services in Franklin, Oxford, and Androscoggin Counties. Fixed route services include a bi-directional route service in Brunswick. Additional services include commuter routes into Lewiston from Farmington, Bath, and Lisbon, and shuttles between Farmington and Rangeley and within the Rumford area. As of 2022, a free shuttle serving Bethel and area resorts is suspended. Service is generally operated on weekdays, with reduced frequencies for certain services.

WMTS includes multiple transfer locations north of Lewiston between each of the smaller transit systems. In Brunswick, transfers are available to Greater Portland Metro bus service, Concord Coach Lines, and Downeaster rail service. Greyhound bus service is accessible in Lewiston. Fares vary based on specific routes and services.

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.144. Between 2016 and 2019, ridership fluctuated between approximately 213,000 and 233,000. With the onset of the COVID-19 pandemic, ridership dropped to approximately 155,000 in 2020, and to under 100,000 in 2021.

Figure A.144 WMTS Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.145 and Figure A.146. Revenue miles remained above 400,000 throughout the 2016-2021 period. Revenue hours dropped across the 2016-2021 period from approximately 45,000 to 32,000.

Figure A.145 WMTS Vehicle Revenue Miles (2016–2021)

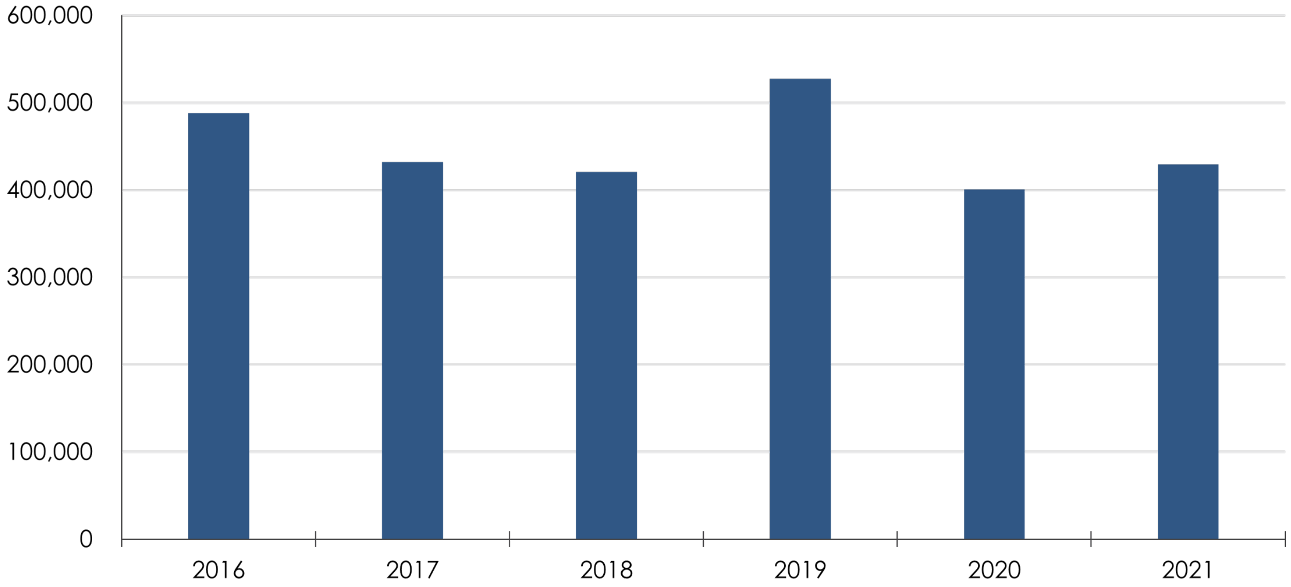
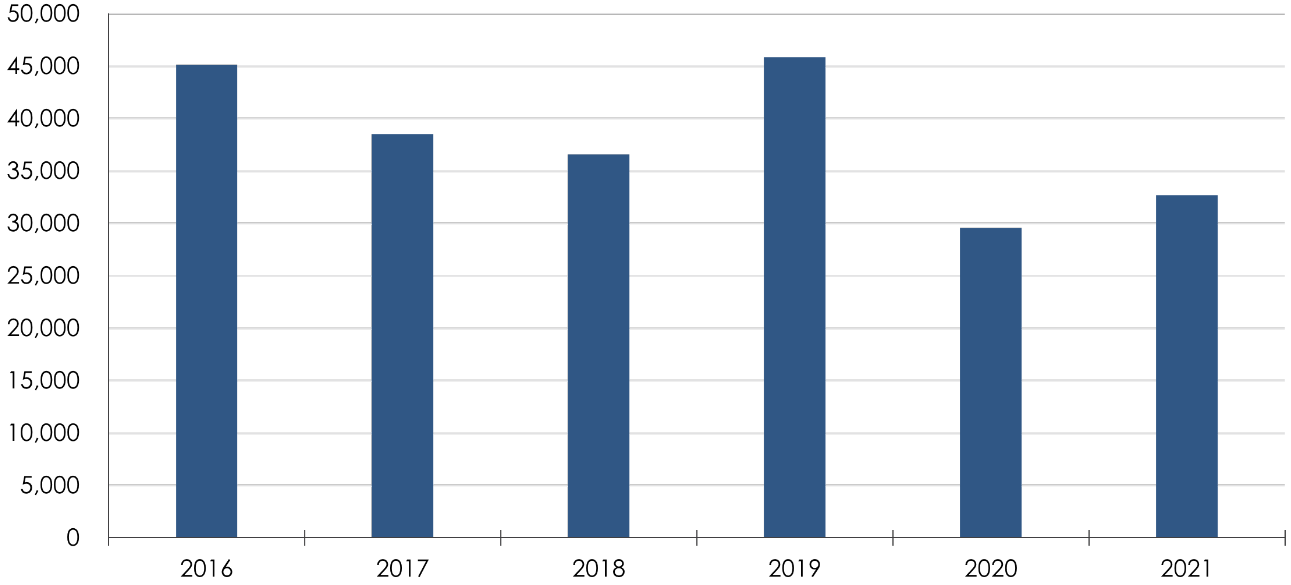


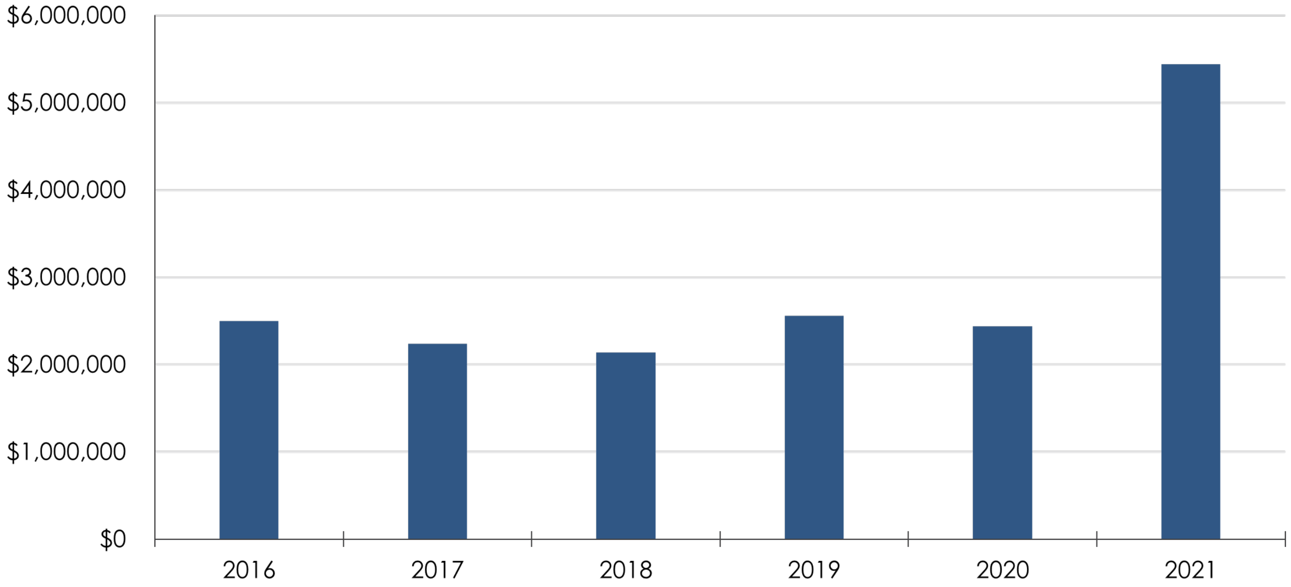
Figure A.146 WMTS Vehicle Revenue Hours (2016–2021)



Budget Metrics

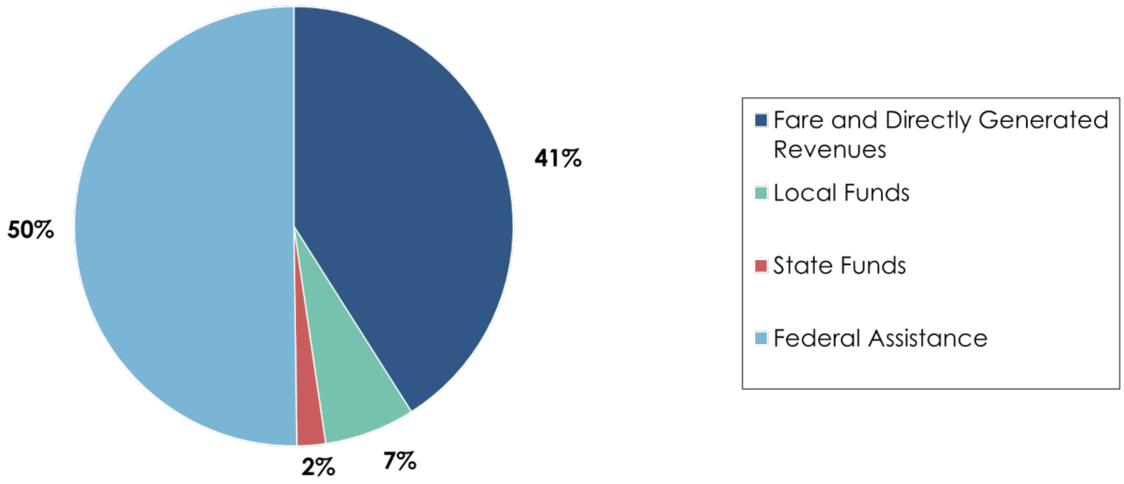
Annual operating expenses for 2016 through 2021 are shown in Figure A.147. From 2016 through 2020, operating expenses were below $2.5 million. In 2021, operating expenses rose to $5.6 million.

Figure A.147 WMTS Operating Expenses (2016–2021)



The breakdown of operating expense funding sources for 2020 is shown in Figure A.148. In 2020, Federal assistance accounted for 50 percent of operating expense funding. Farebox and directly generated revenue accounted for 41 percent of funding. Remaining funding was mostly comprised of local funds, which accounted for 7 percent of total funding.

Figure A.148 WMTS Operating Funding Sources (2020)



Service efficiency metrics are shown in Figure A.149 and Figure A.150. Vehicle revenue mile operating expenses remained at around $5.00 through 2019, before increasing to over $6.00 in 2020. Vehicle revenue hour operating expenses ranged from $55.00 to $58.00 through 2019, before rising to over $82.00 in 2020. In 2021, corresponding with increases in operating expenses, both vehicle mile and vehicle hour operating expenses increased from 2020.

Figure A.149 WMTS Operating Expenses per Vehicle Revenue Mile (2016–2021)

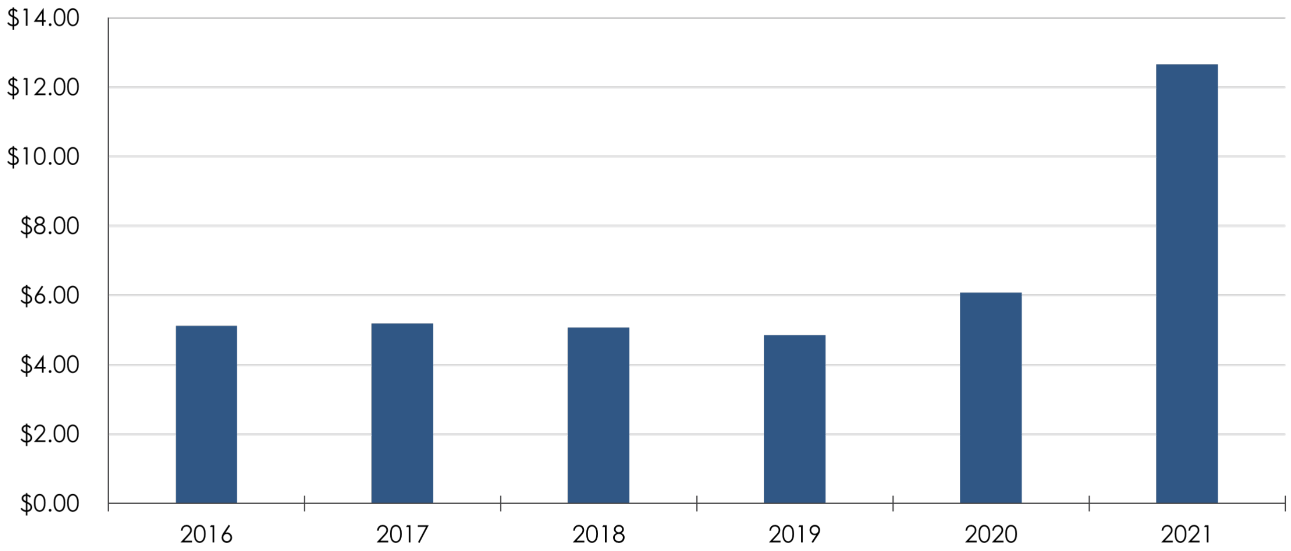
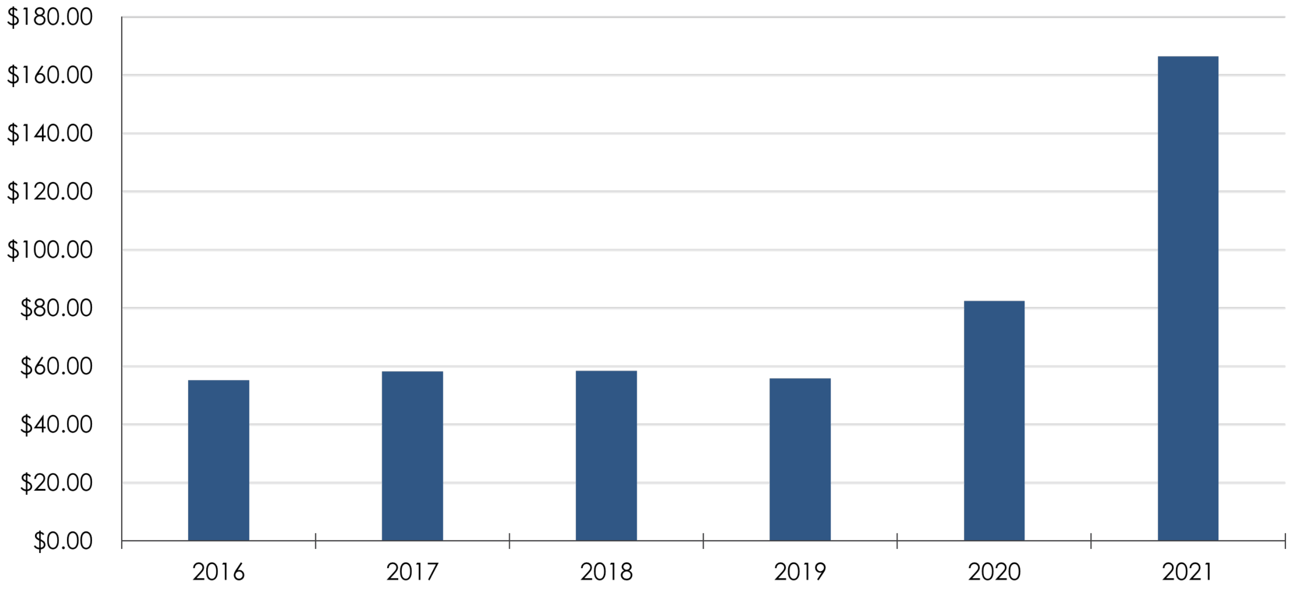
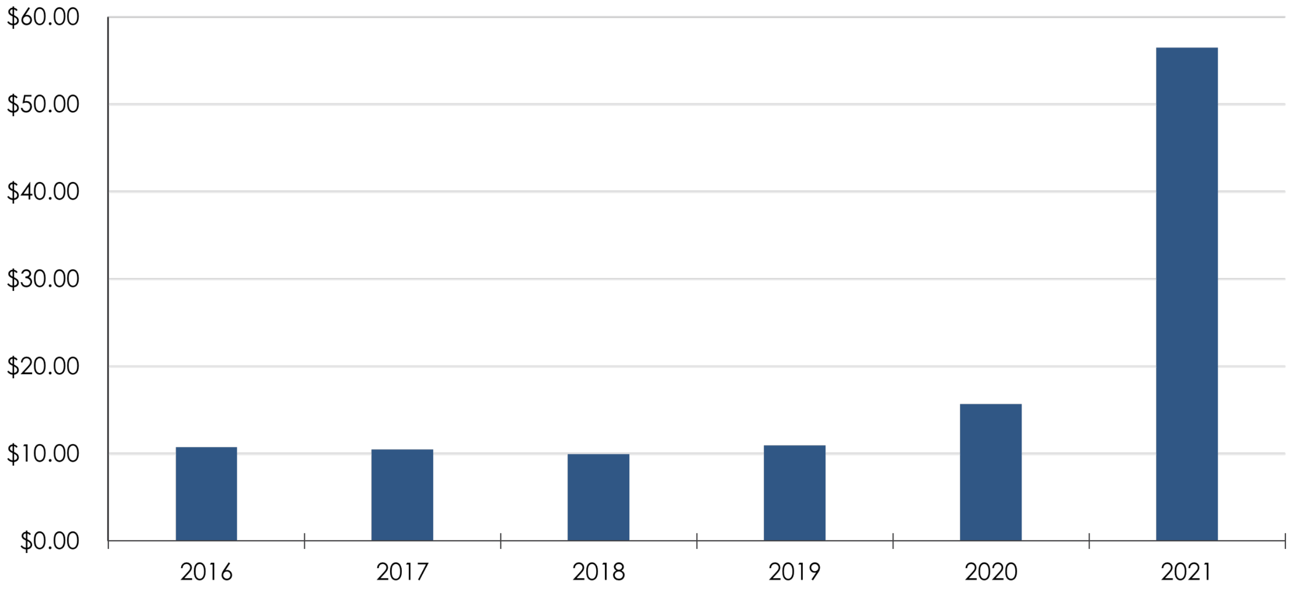


Figure A.150 WMTS Operating Expenses per Vehicle Revenue Hour (2016–2021)



Operating expenses per unlinked passenger trip are shown in Figure A.151. From 2016 through 2019, per passenger operating expenses ranged between $10.50 and $11.00. Per passenger operating expenses rose to $15.70 in 2020 and to approximately $56.00 in 2021.

Figure A.151 WMTS Operating Expenses per Unlinked Passenger Trip (2016–2021)



Organizational Management Structure

Management of WMTS is comprised of:

- Board of Directors
- Executive Director
- Community Relations Manager
- Operations Director
- Mobility Management Manager
- Human Resources Manager
- Finance Director

Asset Management

Transit asset management of WMTS is conducted through the through the Maine Tier II Transit Asset Management Plan for rural transit agencies. In 2020, the WMTS fleet consisted of:

- 47 revenue vehicles.
- 5 service vehicles.

The WMTS fleet utilized for maximum service consisted of:

- 5 commuter buses.
- 13 demand response vehicles
- 23 regular buses.

Technology Capabilities

WMTS utilizes the following software in their operations:

- **Scheduling Software:** Mobilitat/Easy Rides
- **Fare Payment System:** Card reader similar to what is used by retail operations, which allows passengers to used debit and credit cards, stored value cards and smart pay options. Specific system was not specified.
- **Asset Management Software:** RTA

- **Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL):** AVL integration through Easy Rides.
- **GTFS:** Integrated on Google Transit.

A.24 West’s Transportation, Inc.

West’s Transportation, Inc. provides scheduled transit service between Bangor and points east to Calais.

Service Description and Fares

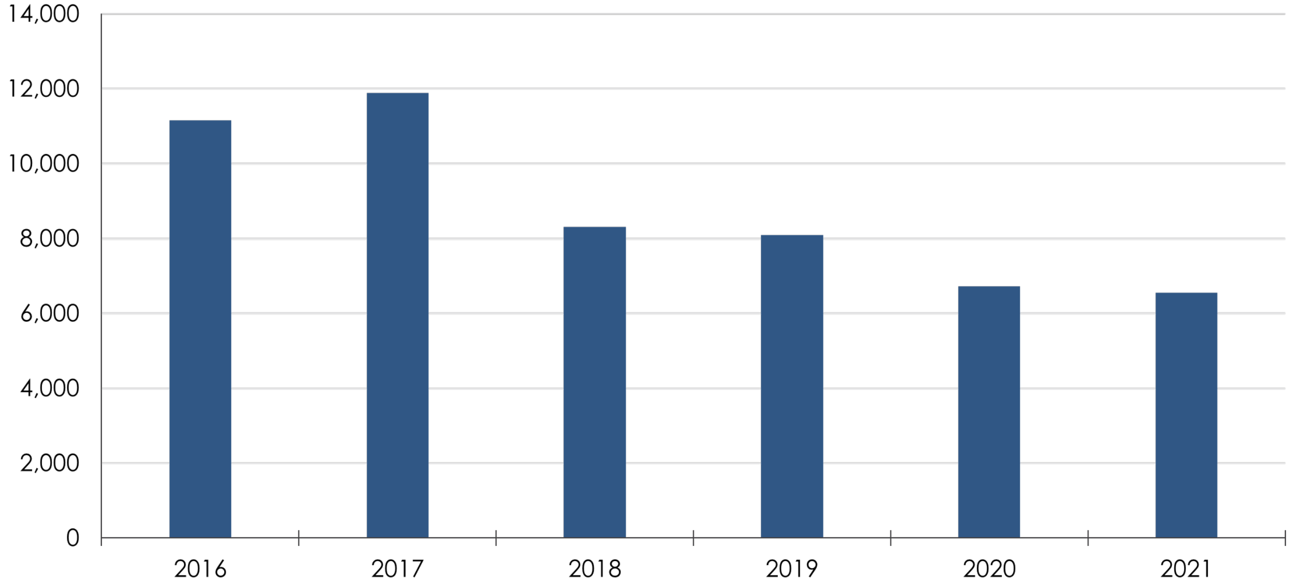
West’s Transportation provides scheduled daily service between Bangor and Calais and intermediate towns. Weekday scheduled service is also provided between Steuben and Jonesport, Beals Island and Ellsworth, and between Steuben and Machias. Monthly service (on the first Wednesday of each month) is provided between Lubec and Machias. Services are operated with one daily run per direction. In addition to scheduled service, West’s Transportation provides reserved Medicaid, school, and employee shuttle services, which may be open to the public depending on availability.

West’s Transportation provides transfer points in Bangor to the Bangor Community Connector. Intercity services operating out of Bangor include Concord Coach Lines and Cyr Bus Lines. Fares vary based on the specific route and origin/destination. A round trip ticket between Calais and Bangor costs $42.00.

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.152 below. Ridership rose to a peak of approximately 12,000 trips in 2017, before dropping to approximately 8,000 trips through 2019. With the onset of COVID-19, ridership dropped to just over 6,600 passengers through 2021.

Figure A.152 West's Transportation Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.153 and Figure A.154. Both revenue miles and revenue hours peaked in 2017, at approximately 221,000 and 6,900, respectively. Revenue miles dropped from 2018 through 2021 to approximately 68,000. Revenue hours remained steady in 2018 but dropped from 2019 through 2021 to just under 3,300.

Figure A.153 West's Transportation Vehicle Revenue Miles (2016–2021)

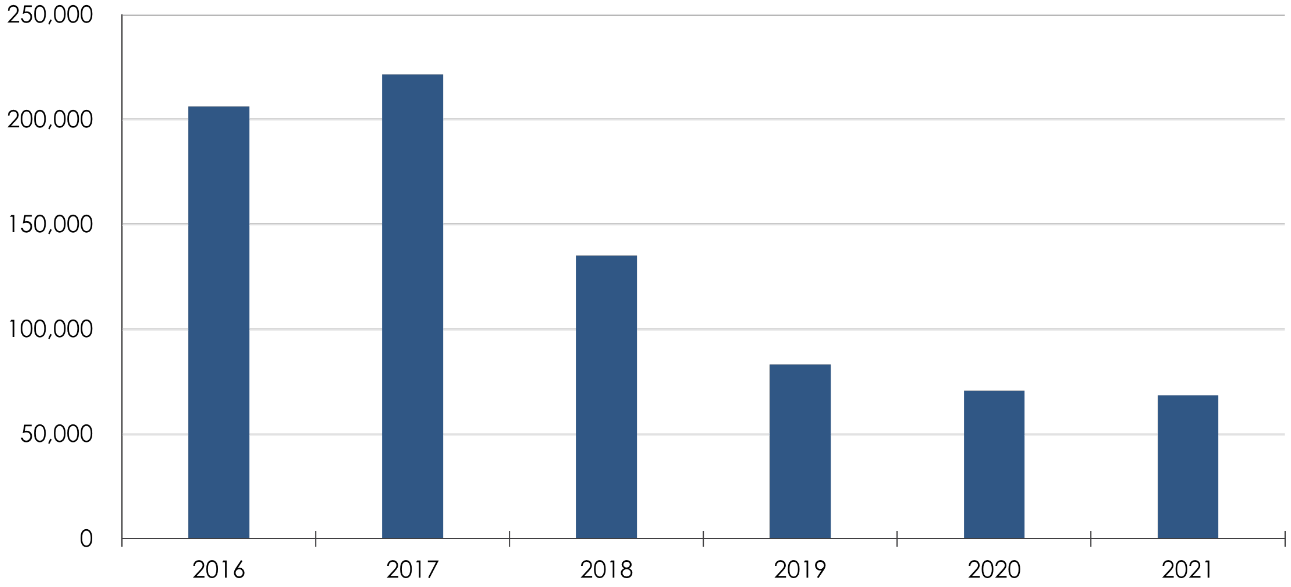
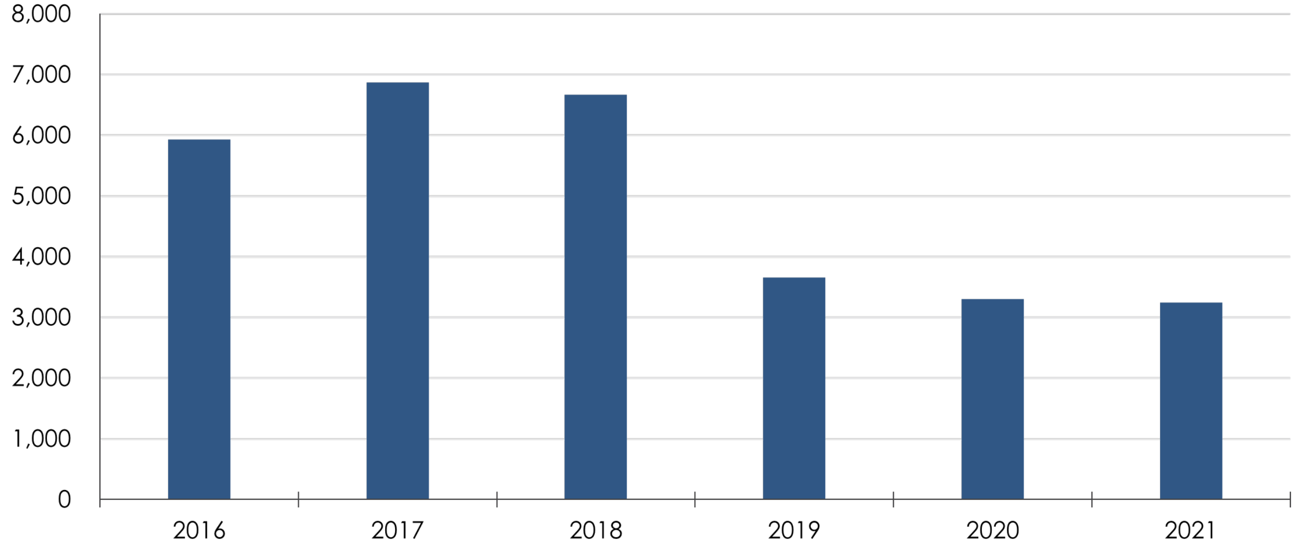


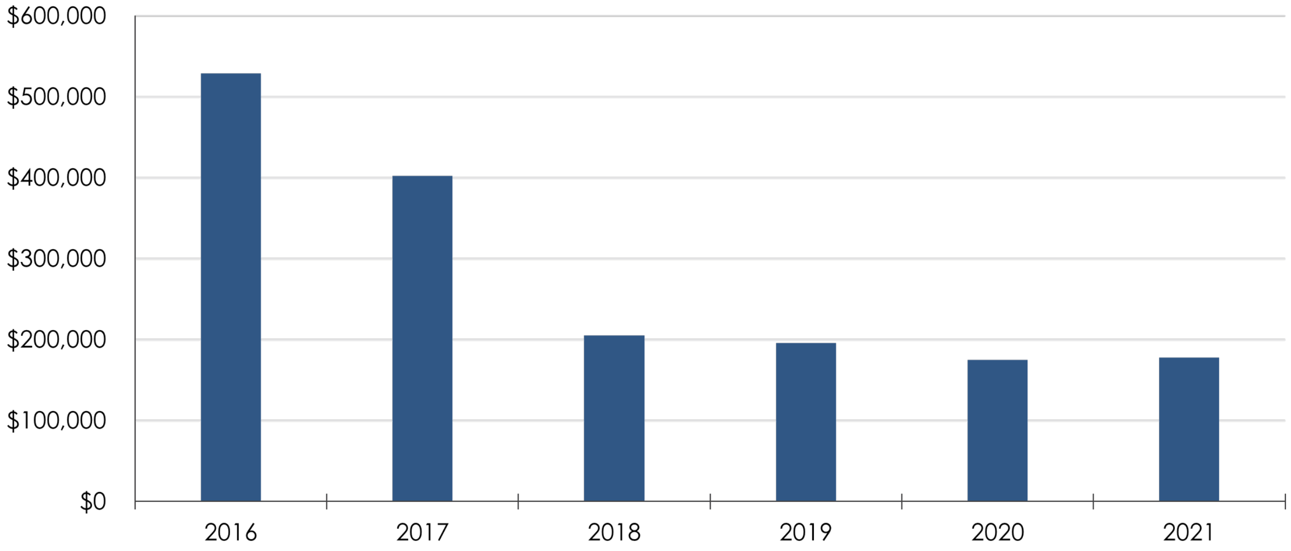
Figure A.154 West's Transportation Vehicle Revenue Hours (2016–2021)



Budget Metrics

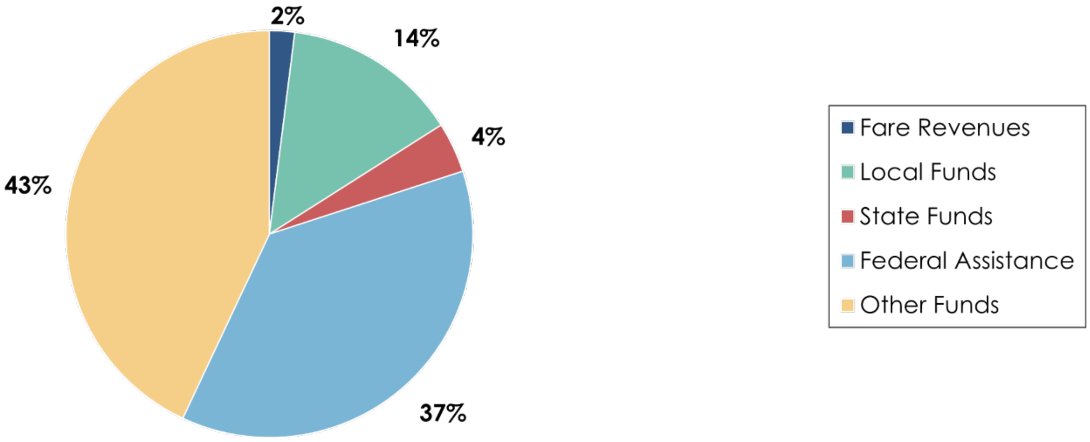
Annual operating expenses for 2016 through 2021 are shown in Figure A.155. Operating expenses dropped from 2016 through 2018, from a high of over $500,000 to approximately $200,000. Operating expenses for 2021 were just under $180,000.

Figure A.155 West's Transportation Operating Expenses (2016–2021)



The breakdown of operating expense funding sources for 2020 is shown in Figure A.156. In 2020, Federal assistance accounted for 37 percent of operating expense funding. Farebox revenue accounted for 2 percent of funding. Remaining funding was mostly comprised of other funds (43 percent) and local funds (14 percent), while state funds accounted for the remaining 4 percent of funding.

Figure A.156 West's Transportation Operating Funding Sources (2020)



Service efficiency metrics are shown in Figure A.157 and Figure A.158. Vehicle revenue mile operating expenses fluctuated from 2016 to 2021 between approximately $1.50 and $2.50. Vehicle revenue hour operating expenses peaked at just under $90.00 in 2016 before dropping to just over $30.00 in 2018. This was followed by an increase to over $50.00 from 2019 through 2021.

Figure A.157 West's Transportation Operating Expenses per Vehicle Revenue Mile (2016–2021)

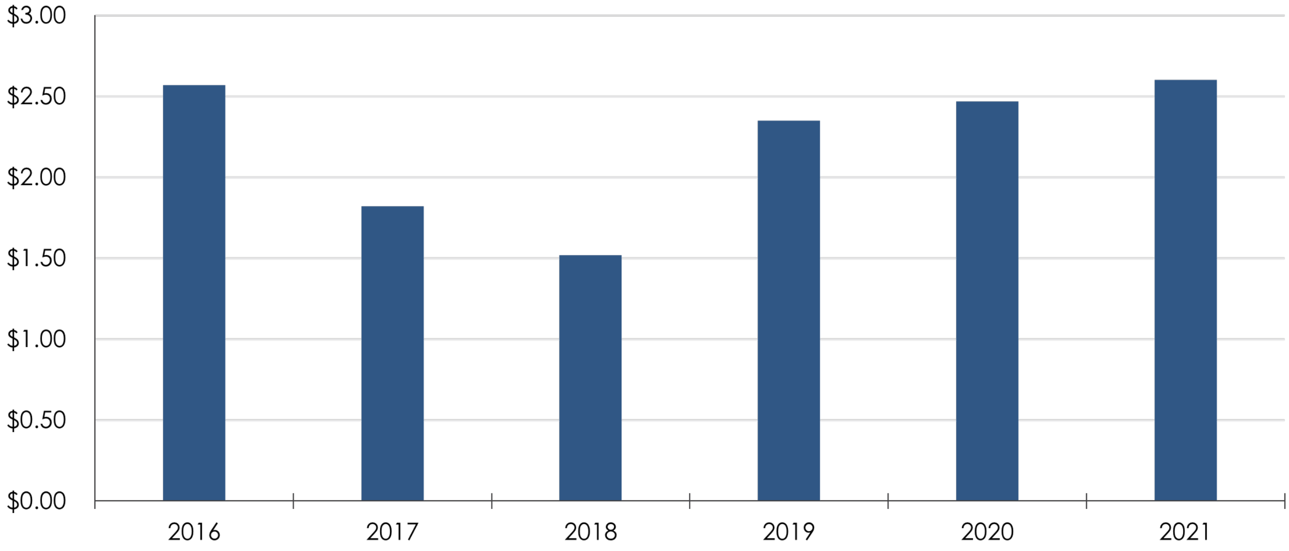
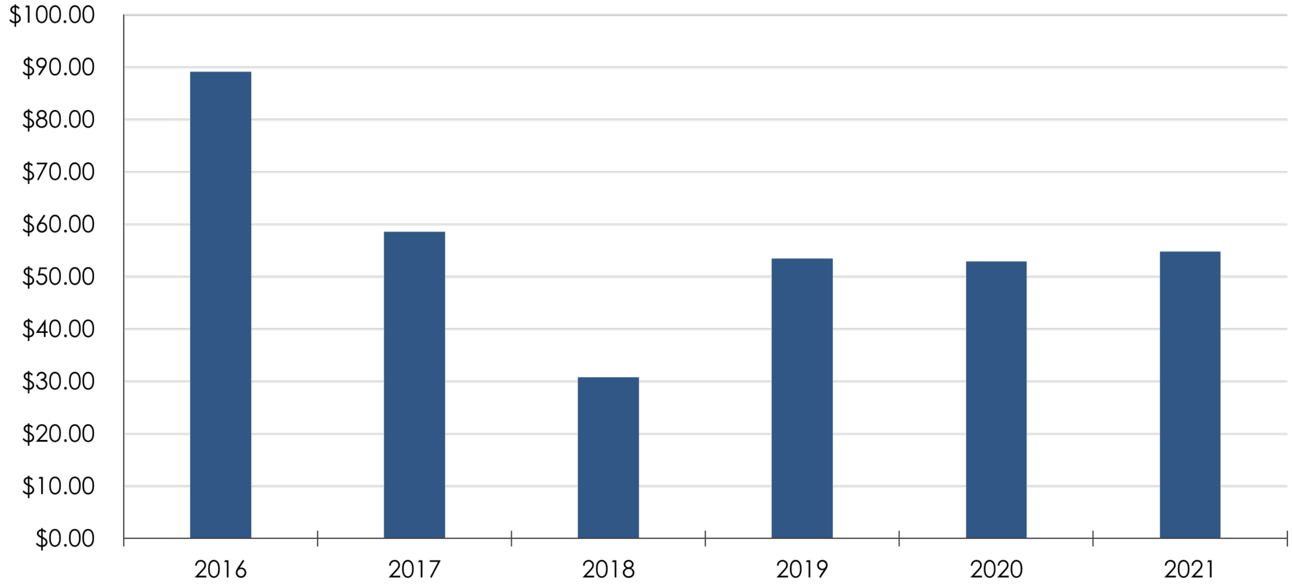
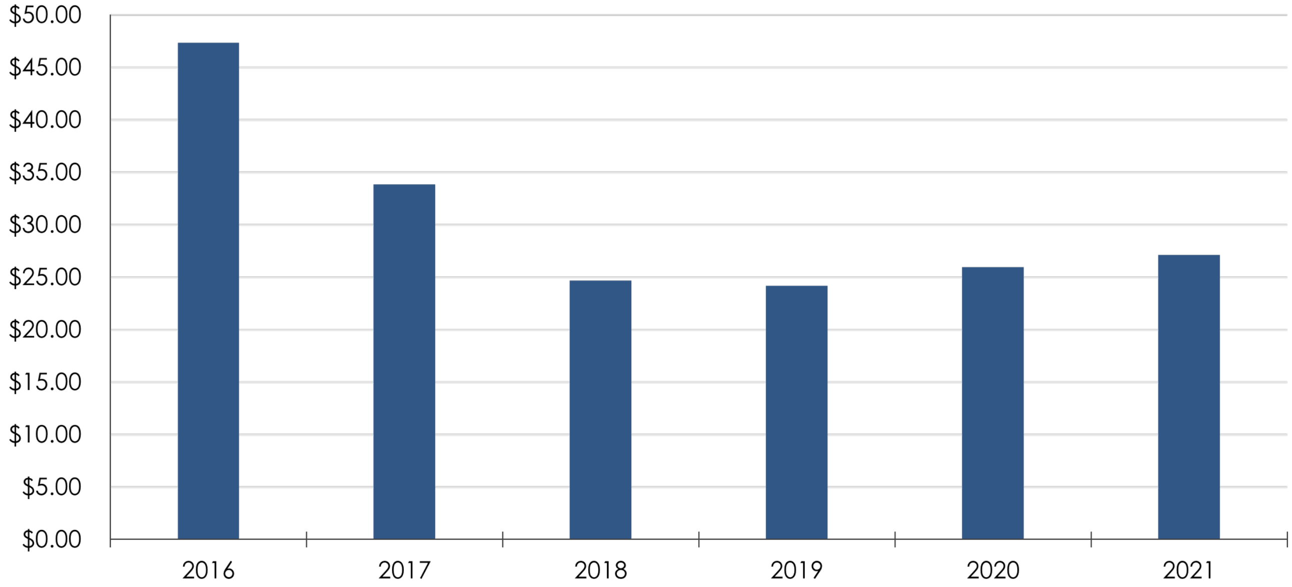


Figure A.158 West's Transportation Operating Expenses per Vehicle Revenue Hour (2016–2021)



Operating expenses per unlinked passenger trip are shown in Figure A.159. Between 2016 and 2018, per passenger operating expenses dropped from approximately $48.00 to just under $25.00. Through 2021, per passenger operating expenses rose to just over $27.00.

Figure A.159 West's Transportation Operating Expenses per Unlinked Passenger Trip (2016–2021)



Asset Management

Transit asset management of West’s Transportation is conducted through the Maine Tier II Transit Asset Management Plan for rural transit agencies. In 2020, the West’s Transportation fleet consisted of:

- 6 demand response vehicles.
- 2 scheduled service buses.

The West’s Transportation fleet utilized for maximum service consisted of:

- 6 demand response vehicles.
- 2 scheduled service buses.

A.25 York County Community Action Corp.

York County Community Action Corp. (YCCAC) is a Regional Transportation Program serving York County.

Service Description and Fares

YCCAC provides multiple transportation services, including:

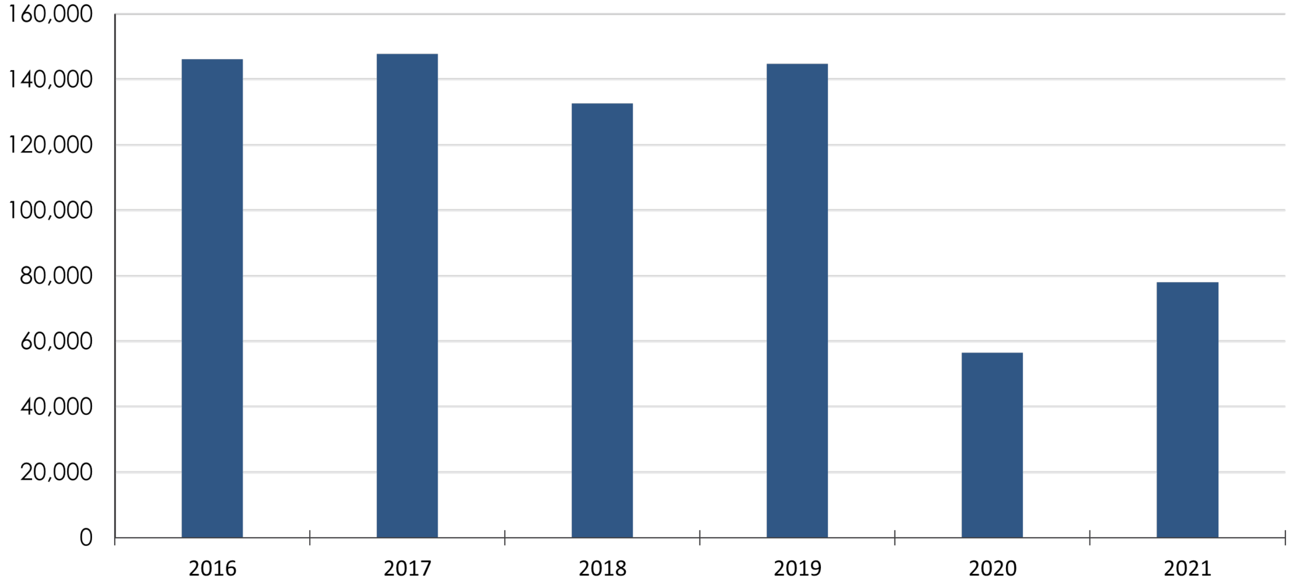
- **Sanford Transit:** Flexible scheduled weekday service between Sanford and Springvale.
- **WAVE:** Demand-response daily service from Sanford to Biddeford and Wells.
- **Shoreline Explorer:** Seasonal trolley service within York, Ogunquit, Wells, and Kennebunkport.
- **Local Rides:** Demand-response weekday service connecting York County municipalities with the closest regional shopping center and/or medical destinations. Different clusters of York County municipalities are assigned to one day of the week for service.
- **Connecting to Cancer:** Provides transportation services to York County residents needing assistance to get to cancer care at area facilities with advance reservations.
- **KITT—Kennebunkport in Town Transportation:** Flexible scheduled Tuesday service in Kennebunkport.
- **Southern Maine Connector:** Flexible scheduled weekday service between Springvale/Sanford and Biddeford.
- **Orange 5:** Scheduled daily service between Sanford and Wells with a focus on key shopping centers.

YCCAC includes multiple transfer locations, including Sanford and Wells. Fares vary based on the specific service.

Ridership

Total ridership for 2016 through 2021 is shown in Figure A.160 below. Between 2016 and 2019, ridership was approximately 140,000. With the onset of the COVID-19 pandemic in 2020, ridership dropped to under 60,000. Although ridership rebounded to approximately 78,000, this remains below pre COVID-19 levels.

Figure A.160 YCCAC Annual Unlinked Trips (2016–2021)



Modal Operating Characteristics

Revenue miles and revenue hours are shown in Figure A.161 and Figure A.162. Revenue miles rose through 2018 to a high of just under 490,000 followed by a drop through 2021. Revenue hours declined through 2018, increased in 2019 to approximately 34,000, and dropped to under 20,000 in 2020 and 2021.

Figure A.161 YCCAC Vehicle Revenue Miles (2016–2021)

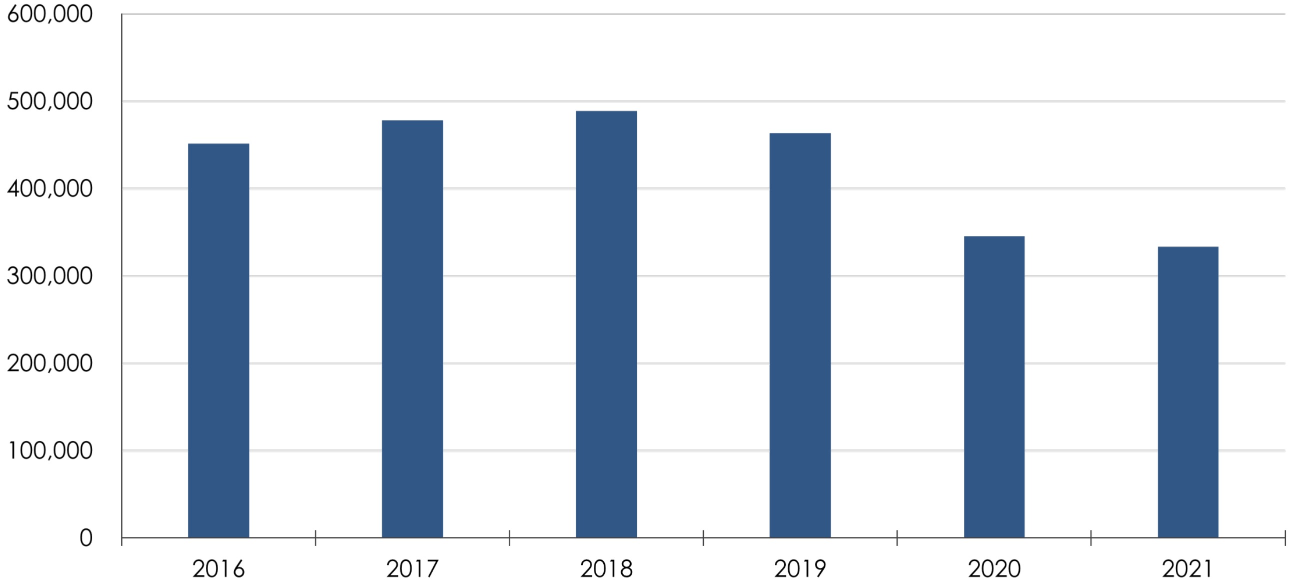
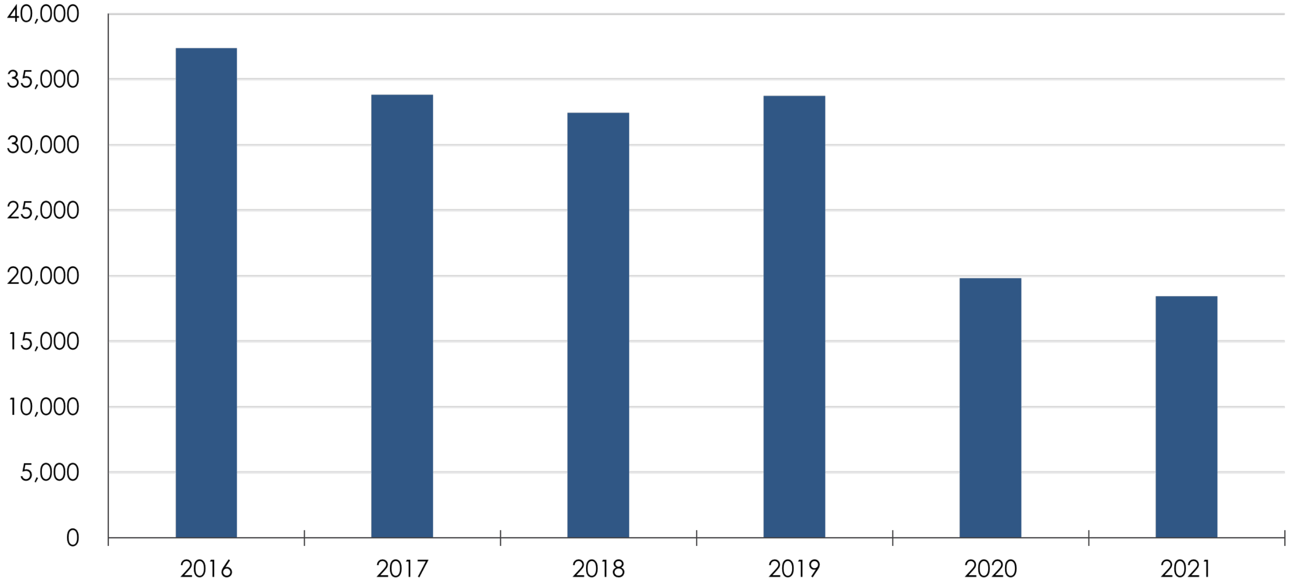


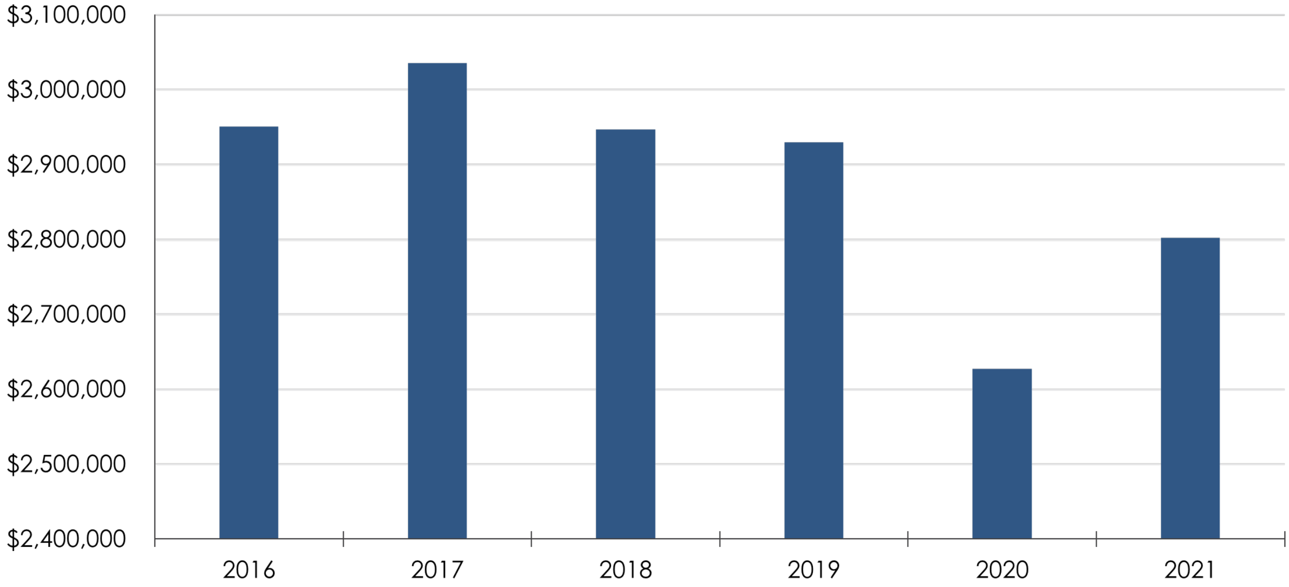
Figure A.162 YCCAC Vehicle Revenue Hours (2016–2021)



Budget Metrics

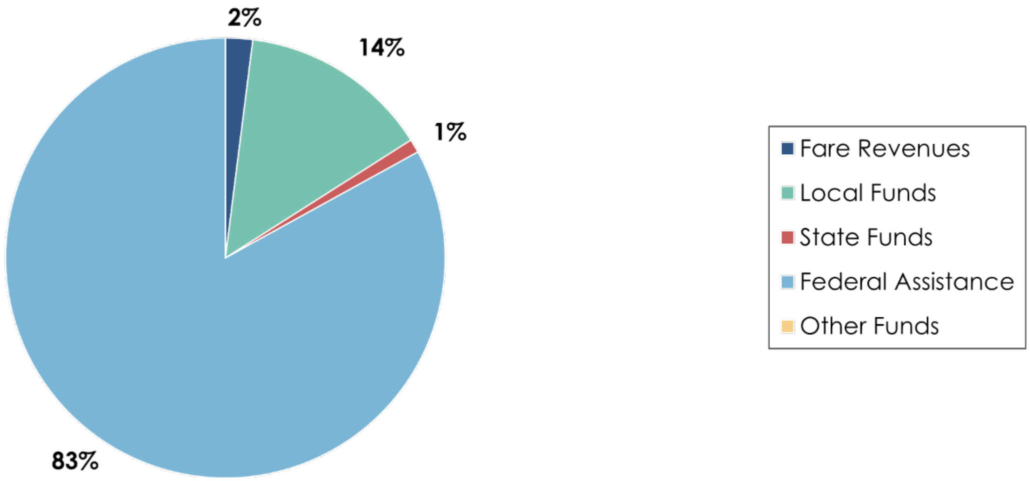
Annual operating expenses for 2016 through 2021 are shown in Figure A.163. Operating expenses peaked in 2017 at just over $3 million, fell to $2.6 million in 2020, and rose again to $2.8 million in 2021.

Figure A.163 YCCAC Operating Expenses (2016–2021)



The breakdown of operating expense funding sources for 2020 is shown in Figure A.164 In 2020, Federal assistance accounted for 83 percent of operating expense funding. Farebox revenue accounted for 2 percent of funding. Remaining funding was largely comprised of local funds, which accounted for 14 percent of total funding.

Figure A.164 YCCAC Operating Funding Sources (2020)



Service efficiency metrics are shown in Figure A.165 and Figure A.166. Vehicle revenue mile operating expenses rose through 2018 to a high of $4.00. Following a drop in 2019, this figure rose to over $8.00 in 2021. Vehicle revenue hour operating expenses followed a similar pattern with a peak of approximately $50.00 in 2018, a drop in 2019, and a rise to over $150.00 in 2021.

Figure A.165 YCCAC Operating Expenses per Vehicle Revenue Mile (2016–2021)

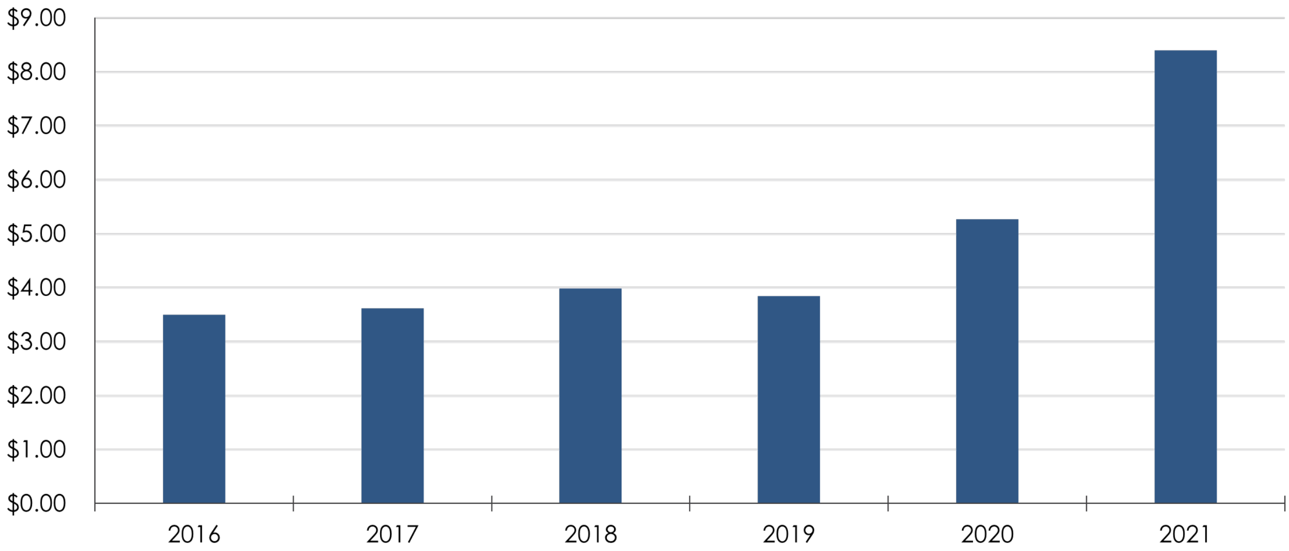
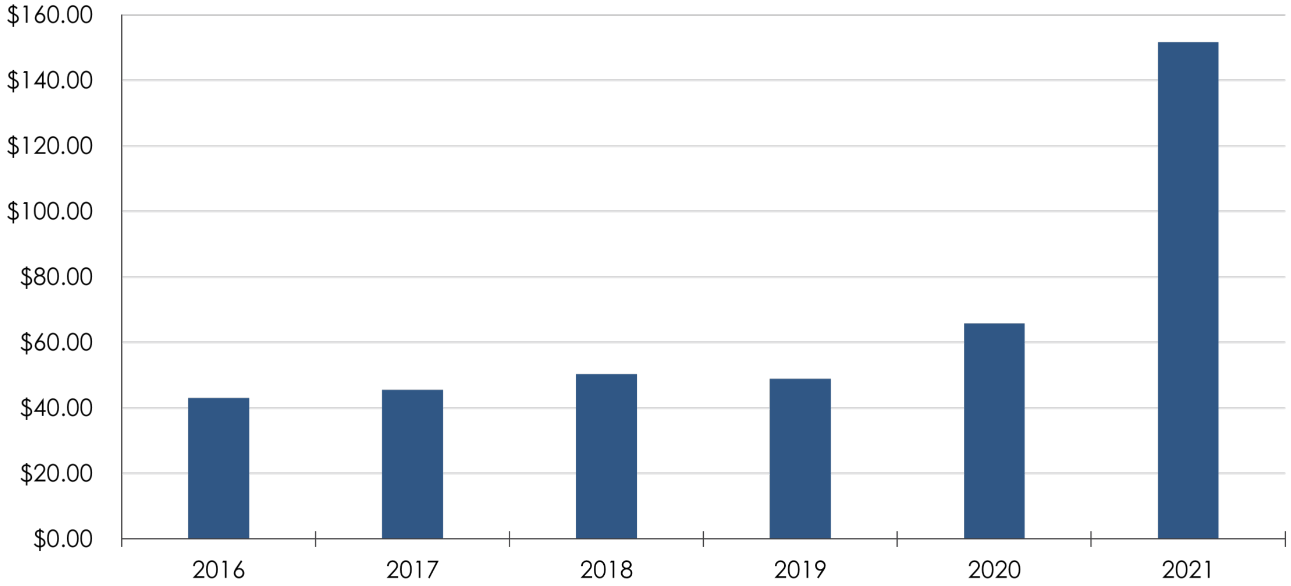
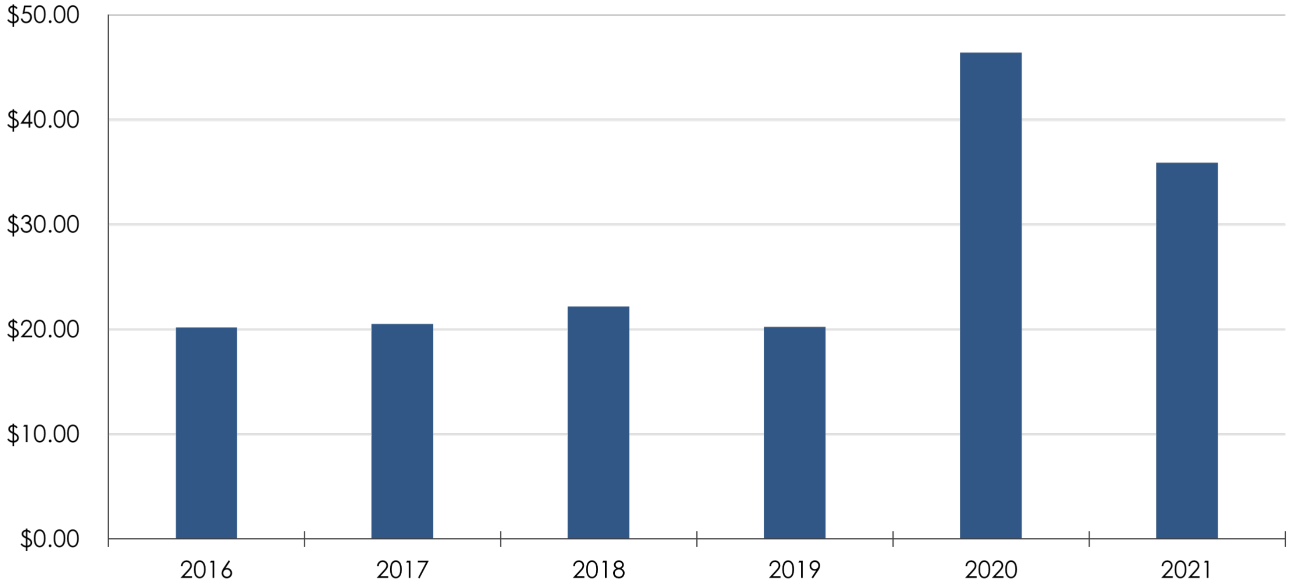


Figure A.166 YCCAC Operating Expenses per Vehicle Revenue Hour (2016–2021)



Operating expenses per unlinked passenger trip are shown in Figure A.167. From 2016 through 2019, per passenger operating expenses ranged between $20.00 and approximately $22.00 before increasing to over $46.00 in 2020.

Figure A.167 YCCAC Operating Expenses per Unlinked Passenger Trips (2016–2021)



Organizational Management Structure

Management of YCCAC is comprised of:

- Executive Director
- Deputy Director
- Director of Transportation
- Assistant Transportation Director of Operations
- Assistant Transportation Director—Administration
- Addition non-transportation related managers

Asset Management

Transit asset management of YCCAC is conducted through the Maine Tier II Transit Asset Management Plan for rural transit agencies. In 2020, the YCCAC fleet consisted of:

- 32 revenue vehicles.

The YCCAC fleet utilized for maximum service consisted of:

- 24 demand response vehicles.

Technology Capabilities

YCCAC utilizes the following software in their operations:

- **Scheduling Software:** Easy Rides/Syncromatics
- **Asset Management Software:** Integrated with BSOOB transportation maintenance program (Dossier)
- **Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL):** AVL integration through Easy Rides